

**THE IMPACT OF TOTAL QUALITY MANAGEMENT POLICY ON  
CUSTOMERS' SATISFACTION AT KENYA POWER AND LIGHTING  
COMPANY IN UASIN GISHU COUNTY, KENYA**

**BY**

**HESBON ONDIEK YALA**

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**MOI UNIVERSITY**

**NOVEMBER, 2018**

## DECLARATION

### Declaration by the Candidate

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**Hesbon Ondiek Yala**

**SASS/PGPA/01/10**

\_\_\_\_\_

**Signature**

\_\_\_\_\_

**Date**

### Declaration by Supervisors

This thesis has been Submitted for Examination with our Approval as the University Supervisors;

**Dr. Harry Ododa**

Department of History,  
Political Science & Public Administration,  
Moi University.

\_\_\_\_\_

**Signature**

\_\_\_\_\_

**Date**

**Dr. James K. Chelanga**

Department of History,  
Political Science & Public Administration,  
Moi University.

\_\_\_\_\_

**Signature**

\_\_\_\_\_

**Date**

**DEDICATION**

To my daughters Susan and Magdaline

## OPERATIONAL DEFINATIONS OF TERMS

**Culture:** The capability of an organization to do the right things, reflected in the values, norms, and beliefs of the individual or group.

**Customer satisfaction:** a marketing term that measures how products or services supplied by a company meet or surpass a customer's expectation

**Customer:** Anyone who requires services and products from KPLC.

**Empowerment:** Freedom or restriction, which springs from the vision or goals that have been set by the organization's leaders.

**Organizational management:** A common management style that allows managers at KPLC to break down the entire operation of a department into several phases.

**Queuing:** Customer waiting in the line to be served.

**Service delivery:** Defines the interaction between providers (KPLC) and clients (customers) where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result.

**Stakeholder:** People and groups (workers, managers, shareholders and competitors) with an interest in the project, and who can affect outcome.

**TQM anchors:** Organizational endeavours that are being implemented to enable the organization achieve its TQM objectives in Human Resource.

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## ABSTRACT

The purpose of this study was to investigate the impact of TQM policy on customers' satisfaction at Kenya Power & Lighting Company in Uasin Gishu County, Kenya. The specific objectives of the study were: to examine the quality of customers' reception, to assess the nature of education services of KPLC's products and services, to analyze the durability of materials used in the distribution of power and its connection between customers' satisfaction, to evaluate the effectiveness of power supply and its relationship to customers' satisfaction feedback, to identify & discuss the nature of customers' satisfaction level of KPLC's responses to critical incidences raised/reported. An exploratory study design was adopted. The study targeted employees of KPLC (Internal customers, 489 census) and customers being served by KPLC (external target customers, 32,750) in Uasin Gishu County in selected areas. A sample of 30% of the employees was computed (Kerlinger (1983) & Kothari (2008) formula). This yielded 147 employees. The employees were then sampled using proportionate random sampling technique. To compute the sample of external customers, Reid & Boore (1991) formula (since the population is greater than 10,000) was used to get 395 respondents. Data were collected using questionnaire, coded and processed for analysis using Statistical Package for Social Sciences (SPSS) computer programme version 20.0. Open-ended questions were analyzed through coding themes and quotas that emerged. The themes emerging from secondary data were identified to augment primary data. Qualitative data were transcribed and organized into themes in order to check on their frequencies based on the research objectives. To establish the impact of TQM policy on customers' satisfaction, variables of customers' satisfaction which were investigated in this study were categorized into two (core and relational). The core were; products quality, assurance, responsiveness and reliability while relational dimensions were the employees' courtesy and tangibles as independent variable and customers' satisfaction as dependent variable. Analyzed data were presented in form of cumulative frequency tables, percentages, charts and graphs. The study established that majority of customers were generally dissatisfied with reception services at KPLC; customer education services had been provided to a moderate extent; and, KPLC's response to critical incidences was generally low. Although the respondents indicated that KPLC used durable materials in the supply of power, respondents indicated that power supply was generally ineffective. The results show that five of the variables used in the model (which depict TQM) policy, are statistically significant in predicting customers' satisfaction. The study concludes that a positive correlation between TQM policy on service delivery quality and customers' satisfaction achievement exists. The study recommends that emphasis should be put on the principles of TQM policy for successful of achieving or attaining service delivery on customers' satisfaction and for the success of the company.

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**LIST OF ABBREVIATIONS**

KETRACO Kenya Electricity Transmission Company

KPC Kenya Power Company

KPLC Kenya power and Lighting Company

KVDA Kerio Valley development Authority

PPA Power Purchase Agreement

REA Rural Electrification Authority

TQM Total Quality Management

TRDC Tana River Development Corporation

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Quality systems have been in existence for many more years. It was during 1945-1951 that Dr. Juran and Dr. Edward Deming travelled to Japan to give lectures on quality control systems (Marya, 2006). Total quality management was propounded by Deming in the 1940's and implemented in Japan in the 1950's. At the time the US was not interested in this type of quality control. The United States Navy used statistical process control (a part of TQM) during the 1950's and beyond. However, TQM was not used in manufacturing or service industries during the early 1980's. The US later started to use the terms total quality management and truly began applying Deming's 14 points as a Total Quality Management system (Marya, 2006).

Quality is vital in determining the economic success of organizations where they achieve competitive edge and greater market share through extraordinary levels of performance by providing quality products with competitive prices as required by demanding customers. Hulbert and Sprouster (2008) contend that firms have responded by using quality-based strategies, as these are associated with gains in productivity and profitability, and can provide a competitive advantage. The concept of total quality management has been developed as a result of intense global competition. Organizations with international trade and global competition have paid considerable attention to Total Quality Management Philosophies, procedures, tools and techniques (Crosby, 2011). Quality is also a customer's determination and is

certainly not a manufacturer's determination. The modern view of quality is that products should totally satisfy the customer's needs and expectations on a continuous basis. This new concept of quality calls for: well-designed products with functional perfection right from the first time; prompt satisfaction of customer's expectations; excellence in service and absolute empathy with customers (Zairi, 2008).

TQM is considered a management strategy to create awareness of quality in all organizational processes and personnel (Marya 2006). The TQM application has been widely used in manufacturing, education, government, service industries, including Kenya Power & Lighting Company (KPLC). TQM ideologies are gaining ground in many sectors and areas of the world (Agus, 2004). There are many studies showing a positive financial impact on performance in service organizations. It is clear that in order to maintain competitiveness in any organization, the managers need to make quality an organizational goal and focus on customers' needs and expectations (Corneli, 2013). The organizations that fail to implement TQM properly run the risk of being less competitive. The less competitive the organization, the gradually they disappear.

In today's constantly changing business environment, providing a superior service quality, through an adequate and a strong focus on customer is one of the key factors enabling firms to gain a lasting competitive advantage in winning the market. For this, marketers nowadays are trying to focus more on a continuous monitoring and evaluation of service quality, involving various innovative offerings and service developments, which have a direct influence on customers' service experiences.



Providing a quality service is therefore about meeting and even, depending on the company's capability, excelling customers' expectation.

In other words, it is the difference between expectation prior to the service encounter and the actual perceived service that the company provides, making it to be reliant on the customers satisfaction or service experience. One of the management approaches that can be used to achieve continuous quality improvement is Total Quality Management (TQM). TQM practices are applied differently in manufacturing and service industries. It is interesting to juxtapose and compare the TQM practices implemented and the relationship of these practices to service delivery and customer satisfaction in both manufacturing and service industries. Correctly managed TQM towards achieving maximum service delivery is strategically and tactically important for obtaining a competitive advantage in the manufacturing and service industries (*Cheah et al., 2009*). The TQM policy involves the buying of different units involved in the process of service delivery into the ideology and practices of quality management, which should be championed by the leadership of the organizational activities. The support and primary activities of service delivery must inculcate quality in their activities.

A study on a public service sector in Malaysia (Agus, 2004) showed that use of TQM, their organization found themselves encouraging their employees to actively participate in improvement processes. They found that encouragement of teamwork to achieve organization goals facilitated continued quality. Freedom to actively participate in solutions provides an organizational transformation in the culture and creates a commitment to the success of the organization (Agus, 2004). He (Agus)

found the organizations employees put their support greatest to those objectives they help set through TQM.

The Kenya government adopted TQM by early 2002 and advised various ministry of public sectors, private, parastatals, education services, banking institutions among others to undertake a restructuring program through TQM to achieving ISO 9001—2000. This was to improve the quality and performance of an organization, public sectors, education instition etc through participation of employees at all level and encompasses all activities in an organization. Thus, TQM calls for acomplete change in the organizational culture in order to create anew work ethic that would enhance customer satisfaction and more importantly, facilitatate customer loyalty growth (Foulser and Deprins,2005).

Additionally; Schonberger (1982) identified the principles upon which TQM is based to be:

Do it right first time. TQM focuses on defect prevention as opposed to detection that is wasteful of resources. This principles emphasizes that, error if any, should be caught and corrected at source,i.e, where the work is performed. The aim therefore, is to achieve zero defects.

Customer Centeredness. Customer in this context refers to both the internal and the external customer. Customer Centeredness defines quality as meeting and exceeding the customer's expectation by anticipation of the customers needs, listening to the customer, learning how to satisfy the customer, and responding appropriately to the customer – a kin in the market concept. This means continuously delighting the customers.

Continuous Improvement: TQM views quality as an ideal which is continuously sought but never achieved. It requires constantly improving the little details as opposed to thinking about the realization of zero defects. Teamwork and Empowerment. Management of an organization should promote an environment where all employees are able to work together towards attainment of the organizational objectives. TQM favours cross functional work team in order to dismantle inter-departmental barriers.

Empowerment refers to training employees and providing them with the necessary information and the best possible tools to enable them perform their job to the best of their ability and to participate in decision making. The organizations/companies, parastatals, private companies institutions, public sectors in various ministries started to implement TQM by 2002 through a restructuring program that led to most of them achieving ISO 9001—2000 certifications by the year 2006. These were: Equity bank, Kenya Airport Authority, Kenya Generating Company (KenGen), ministry of public sectors, Nairobi University, Moi University among others.

In view of above, the role people in TQM is quite critical in the sense that human resource is one of the components that the company must manage effectively to improve quality. However, as firms in both developed and developing countries across the world including public sectors strive to meet standards, output and technical standards, they will undoubtedly strive to improve that approach towards Human Resource Management practices are the ultimate initiators and implementers of change. Therefore, they will have to:

Open new ideas of quality: This requires objectives, short-term corrective measures, action teams, supervisory teams, method improvement requests, formal reviews (Management by objective--MBO).

Empowering their customer: Customer based strategies, with feedback, facilitation teamwork, decision making, autonomy and responsibility are part of everyone's job description –empowerment.

The Kenya government established Parastatals in order to accomplish certain policies and social objectives, provision of public services such as railways, telecommunications networks, national health and education services, distribution of oil products through the pipeline/ national oil corporation, generation and distribution of power through then Kenya Power and Lighting Company Limited (KPLC). The power industry in Kenya dated back to 1922 when East African Power and Lighting Limited, was incorporated to generate and distribute power. The company changed its name to KPLC through special resolutions in 1983 (KPLC, 2011).

The reforms of the Kenya power's sub-sector commenced in 1996 and meant to create arm's length commercial type-relationships between the sector entities and to create legal and regulatory framework to enhance efficient use of resources dedicated to the supply of electricity to the economy and also to encourage private sector investment to the industry. In this respect, the Government engaged the services of consultants for the separation of the generation function from transmission and distribution function on respective management organization structures for the generation, transmission and distribution companies; and bulk supply and retail tariffs (KPLC, 2012). KENGEN, KETRACO and REA were later formed by the Kenya Government

fom KPLC. Each of the three companies were allocated specific duties to perform and their mandate made different from KPLC's work to date.

Electricity de France (EDF), one of the consultants engaged, carried out a study on appropriate organization structures for the generation; and transmission and distribution companies. The study made recommendations on the separation of assets and organization structures for each of the two new companies. Consistent with the recommendations, the government commenced the reforms with the merger of Tana River Development Corporation (TRDC) with Kenya Power Company (KPC) in 1997 to form the new KPC. This was followed by the transfer of all the public generation facilities under KPLC, TARDA and KVDA including those under construction to the new KPC. The transmission and distribution assets were put under KPLC. The company has been implementing a turnaround strategy under its current Managing Director. Under this programme, The Company has reported electricity sales growth of 7%, from 3,940 million units in the year (2003) to 4,215 million units in the year 2004. System losses also dropped by 0.7% from 18.2% during the year under review. The power purchase costs declined by Ksh: 622 million due to a further reduction of Iberafrica's bulk tariffs and the expiry of Power Purchase Agreement (PPA) with Westmont in September 2004 (Oyuke, 2005).

The company expects demand of power to climb to 15,000 MW by the year 2030 owing to economic growth as envisioned by the government. The company is intensifying efforts to increase population access to electricity from the current 29% to a target of 40% by the year 2020 as part of the medium-term plan target of vision 2030, this is anticipated to be achieved through an electricity scale up programmed implemented by the company and the rural electrification authority. KPLC has been

connecting 200.000 new customers to the national grid each year since 2008 in support of the programme (KPLC, 2011). However, the KPLC adopted TQM in 2002 and started implementing it with a view of bringing customers confidence back and satisfaction as the service provider of supplying electricity. The company has undertaken TQM implementation and established Quality policy, Quality objectives, plans, Operating Procedures & Work Instructions, Vision policy of delighting estimate customers with stable electricity supply throughout the country 24/7 days a week and with its missions policy of empowering customers to a greater life and economic ability growth by having electricity supply which is quality, available and reliable as service provider. Further, the KPLC had been working on a strategy to implement TQM and had undertaken a restructuring program that led to achieving ISO 9001—2000 certification thus becoming ISO compliant by June 2006, for the entire Counties and branches.

Due to the growing customer base coupled with the view to enhance customer service delivery and overall corporate performance, KPLC has since implemented TQM thus becoming ISO certified. To be competitive in today's market, it is essential for companies to provide more consistent quality and value to their owners and customers. Quality management has become one of the important forces leading to organizational growth and a company's success in national and international markets (Jha & Kumar, 2010). To be successful in the market place, each part of the organization must work closely together towards the same goals, recognizing that each person and each activity affects and in turn is affected by others. To improve competitiveness, organizations are looking for a higher level of effectiveness across all functions and processes and are choosing TQM as a strategy to stay in business

(Forza & Filippini, 1998). The increased awareness of senior executives, who have recognized that quality is an important strategic issue, is reflected as an important focus for all levels of the organization. Definitions of quality have changed with the passage of time with changing customer's needs and requirements (Brah, Tee & Rao, 2002). But the essence has more or less been to develop an approach to problem solving, conformation to standards for customer satisfaction.

With management functions getting complex, approaches to managing quality in functional areas are becoming difficult. Organizations, which have successfully use TQM principles, have customer and quality embedded in their corporate strategy (Forza & Filippini, 1998). Any organization is a system of interrelated units. For TQM to succeed, all of the components within the organization must be collectively involved. Initially, organizations implemented TQM in the hope that improvement in the shop-floor activities would solve all existing quality problems

To enhance service delivery and customer confidence, Kenya Power and Lighting Company (KPLC) has implemented TQM after being adopted in 2002. However, Concerns have been raised over ineffectiveness in the implementation of Total Quality Management (TQM) policy of service delivery on customers' satisfaction at KPLC. Minjoon et al., (2014) points out that some TQM programmes in organizations have failed in the implementation due to negligence and reluctance of top management to delegate power and responsibility to subordinates. Soltani (2013) identified reasons for failure in TQM programmes in manufacturing firms as management's lack of knowledge about TQM, ineffective communication between the management and employees and low involvement of other levels of management within the organization leading to poor service delivery quality on the consumers.

Total Quality Management therefore is a management system for customer focused organizations that involve all employees in continual improvement of all aspects of the organization. Organizations that adopt total quality management benefit through improved quality, employee participation, teamwork, working relationships, customers' satisfaction, employees' satisfaction, productivity, communication, profitability and market share. Smith (2007) found that the links between total quality management and organizational strategy are well established. As a result, Harber & Aosa, (2002) maintained that total quality management has moved beyond being an important operational-level element, to being a vital strategy for all organizational aspects and disciplines. As such, the fundamental performance of a firm could be enhanced through lowering production costs and providing exceptional customer satisfaction Pride (Kapoor, 2010).

As much as TQM is important to the performance of the organizations, the way it is implemented will greatly affect its effectiveness. According to Ilies (2011), to achieve TQM policy, it is necessary to be aware of issues such as involvement of management in the improvement process of quality, changes in the organizational culture, continuous improvement, attitude, communication and recognition performance; managers' behavior and teamwork programs to meet customer expectations. Measurements of customers' satisfaction at KPLC in relation to TQM policy, remains a critical element that KPLC need to address, thus impetus of the current study.

## **1.2 Statement of the Problem**

The influence of TQM policy on customers' satisfaction and business value is an important issue for company, resource managers, other stakeholders and researchers.



TQM and service delivery including productivity enhancement, profitability improvement, improved work relations, competitive advantage and efficient use of resources at both intermediate level and organizational level (Parasuraman, 2005). While institutions invest heavily in Total Quality Management policy both in developing and developed countries, much attention has not been given to the understanding of how TQM policy creates value in business especially in developing countries (Devaraj 2003). The researcher noted, while considering the enormous benefits that are experienced by multinational organizations on the adoption of TQM, the local business organizations have moved to adopt TQM.

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

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

certifications. According to Half year 2013/2014, customer satisfaction survey drafted by Consumer Option Limited (January, 2014), a myriad problems that cut across Kenya Power & Lighting Company and Uasin Gishu County having a replica of the same situations were identified. First, customers were found to have low customer knowledge on processes and systems concerning the KPLC's products and services. Second, customers had low trust and confidence with the brand of KPLC. Third, customers viewed KPLC as a rich, old and arrogant company with no interest of attending to customers' issue and they (customers) looked forward to seeing a new rival company to the market to compete with it (KPLC). Fourth, it was noted that, the response time for the planned and unplanned power outages interruptions took a long time to be attended to and for the emergency cases, it took 15 hours on average throughout the organization country wide. With TQM in place, one would expect that such complaints would become a thing of the past. Clearly, this scenario points to disconnect between TQM policy and service delivery quality on customers' satisfaction. The study investigated how the Management of KPLC was going to overcome these problems in order to attain customers' satisfaction level through TQM policy of service delivery.

On the basis of this endeavor, it is the thrust of this study to focus on an assessment of KPLC's impact of the TQM policy on customers' satisfaction of service delivery in order to make an available data that could be used towards improving the quality of service delivery. The study focuses in selected areas of Uasin Gishu County, Kenya.

### **1.3 The overall objective of the Study**

The overall objective of this study was to investigate the impact of Total Quality Management (TQM) Policy on Customers' Satisfaction at Kenya Power & Lighting Company: in selected areas of Uasin Gishu County, Kenya.

### **1.4 The specifics objectives of the Study.**

The study objectives were to:

1. Examine the quality of customer reception at the KPLC.
2. Assess the nature of customer education services of KPLC products and services.
3. Analyze the durability of materials used in the distribution of power and its connection with customers' satisfaction.
4. Evaluate the effectiveness of power supply and its relationship to customers' satisfaction feedback.
5. Identify and discuss the nature of customer satisfaction levels of KPLC's responses to critical incidences raised/reported.

### **1.5 Research Questions**

The study was guided by the following questions:

1. What is the quality of service at the customers' reception desk at KPLC?
2. What is the nature of customer education services of KPLC products and services being provided?
3. What is the durability of material used in the distribution of power and its connection to customers' satisfaction?
4. What is the effectiveness of power supply and its relationship to customers' satisfaction feedback?

5. What is the nature of KPLC's responses to critical incidences raised by customer(s)?

### **1.6 Significance of the Study.**

The research has revealed that quality of service delivery is critical to the success of any business (Beamish & Ashford, 2007; Douglas & Connor, 2003; Saravanan & Rao, 2007). To be able to compete effectively, meet and or exceed customers' expectations, the data on their satisfaction ought to be made available to managers. KPLC will benefit from the findings of this study in that the company will be able to understand the concept of TQM policy of service delivery in order to attain customers' satisfaction. By gaining this understanding, the company will be able to take measures that will assist in analyzing the influence of Total Quality Management policy on customers' satisfaction and service delivery implementation. Thus the findings will be key in policy formulation at the Company.

The findings of this study will also be beneficial to individuals in the academic world since they will be able to get reference material on the relationship between the influence of TQM policy on customers' satisfaction and service delivery implementation. Thus, the study will add to the pool of known literature on Total Quality Management that can be used in academic research.

Other public sector organizations encounter similar challenges since they operate under similar circumstances. The findings of this study will therefore be a learning point for other organizations especially government parastatals. The management of such companies will be able to understand the constraints to implementation of the influence of TQM policy of service delivery on customers' satisfaction and the best

way to overcome such challenges. Given that KPLC had implemented TQM and achieved the ISO certification, this study will set out to audit the customers' satisfaction towards quality service delivery at KPLC, Eldoret, Uasin Gishu County and make such data available to management for implementation. The findings of the study will form a basis for further research in TQM policy on customers' satisfaction and allied fields.

Thus, contributes to the literature on the effectiveness of TQM policy on customers' satisfaction at KPLC, Eldoret and also provides data for continuous improvement according to the ISO certification. The succeeding chapter presents literature review that was used in this study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter presents review of literature on various aspects of Total Quality Management with a focus on the key tenets of customer satisfaction. This chapter review literature thematically. The themes reviewed were; customer's reception, customer's education services, durability of material used in distribution of power, effectiveness of power supply & its relationship to customer's satisfaction feedback and KPLC's responses to critical incidences raised by customer(s). TQM is defined in many ways and there is no agreement on what TQM really means, though the concept has gained much attention in recent years. The confusion is attributed to the fact that many different terms are used when discussing this topic, such as "total quality improvement", "total quality control", "companywide quality control", and "strategic quality management". The difference, if any, is often unclear and generates confusion (Leonard and McAdam, 2012; Hellsten and Klefsjo, 2010).

The constituent parts of the concept of TQM have been part of human endeavors for a very long time with contemplation throughout the history. Its currency as a topic of immense interest lies in the combination of these parts into the concept of TQM's philosophy and approach that has been widely used internationally in different sectors of the economy. Therefore, the concept is not always well understood and is often ineffectually used with the major reason is the lack of both a universally accepted definition and a clear –cut understanding of the concept and what it entails.

## 2.2 The Concept of Total Quality Management

According to Stevenson (2007), “the primary role of management is to lead an organization in its daily operations and to maintain it as a viable entity into the future” and quality has become one of the driving forces of these two objectives. Though customer satisfaction became a specific goal in late 1980s, providing high quality was recognized as a key element for success. Stevenson defines TQM as “a philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer satisfaction” (*ibid*). TQM can be defined as a systems approach to ensure quality in an organization. In other words, TQM means that the organization’s culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques, training among other components (Himanshu, 2009).

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

According to Vouzas and Psychogios (2013), in almost all TQM definitions, a reference is made to its “soft” and “hard” side. They associated the “soft” side with management concepts and principles such as leadership, employee empowerment and customer focus, while the “hard” side refers to quality tool and techniques. The work of Fotopoulos and Psomas (2009) points out that achieving quality management is not

only through leadership, employee management and involvement, customer focus, continuous improvement among other factors. But quality management is achieved through the support of quality management tools and techniques like flow chart, relationship diagram, QFD, Pareto analysis and so on. They emphasize that TQM is different from quality assurance models in terms of customer focus, employee satisfaction, the protection of natural and social environment and finally in the spheres of internal and external business results (*ibid*). It is evident that many companies have successfully implemented TQM programs. Successful TQM programs are achieved through a number of elements coined as the features, principles or tenets of TQM. They are called core values which are also called in literature as dimensions, elements, or cornerstones (Hellsten and Klefsjo, 2010). It is believed that if these values are missing, TQM will become just another fad that quickly dies and fades away (Stevenson, 2007).

Total quality management is the popular area of research in management. Total Quality Management (TQM) has been practised in diverse manufacturing industries and now there is a growing interest in the service sector, even from non-profit organizations (Nwabueze, 2012). But the service industry differs from the manufacturing industry in a number of ways, such as service intangibility, simultaneity of production, delivery and consumption, perishability, variability of expectations of the customers and the participatory role of customers in the service delivery. Several authors have proposed models of TQM. The researcher therefore, used the TQM to examine, assess, analyze, evaluate and discuss the influence of TQM policy of service delivery on customers' satisfaction at Kenya Power & Lighting Company (KPLC) of selected areas in Uasin Gishu County, Kenya. This was done by



using the five specific objectives such as: customers' reception, customers' education services, the durability of material used in the distribution of power & its connection between customers' satisfaction, the effectiveness of power supply & its relationship to customers' satisfaction feedback and responses to critical incidences raised/reported.

Temtime and Solomon (2012) argue that TQM seeks continuous improvement in the quality of all processes, people, products, and services of an organization. TQM is also a systems approach to management that aims to enhance value to customers by designing and continually improving organizational processes and systems (Karth, 2014). The emphasis is on employee involvement and empowerment along with customers and customer satisfaction as the focal point. The tenets of TQM are continuous improvement, top management leadership commitment to the goal of customer satisfaction, employee empowerment, and customer focus (Ugboro & Obeng, 2010). TQM means that the organization's culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques and training (Sashkin & Kiser, 2013).

The core values and beliefs that are essential in implementing a TQM process include the following elements: quality information must be used for improvement, not to judge or control people; authority must be equal to responsibility; there must be rewards for results; cooperation, not competition, must be the basis for working together; employees must have secure jobs; there must be a climate of fairness; compensation should be equitable; and employees should have an ownership stake (Sashkin & Kiser, 2013).

However, most of the models are *based on theories and practises that are primarily derived from the manufacturing industry*. This study sought to apply TQM to the service industry and link it to customer satisfaction. Institutions are struggling to improve service and proclaim that they are customer focus. Financial institutions have undergone intense competition and a change in customers' expectations over the last few years (Cheng *et al.*, 2010).

The importance and increasing attention to service quality in energy providing institutions is fully justified by the sociopolitical changes that have arisen (Cowling & Newman, 2009). Amongst these changes, we can point to the economic globalization, which has brought about a reversal in consumer habits for banking services. Amongst the knock-on effects of these changes, which constitute a new form of institution customer behaviour, we can point to greater demands for energy. These behaviours generate attitudes amongst customers with regard to the institutions, which in turn affect these customers' assessment of the financial services and products offered. In this study, I developed the concept of relationship between the critical success factor of Total quality management for service model in the energy sector with a focus on KPLC, and customer satisfaction. As a consequence, studying the linkage between TQM and Customer satisfaction is necessary as it provides a theoretical as well as a practical platform to organizations in the efforts to gain sustainable competitive advantage.

## **2.2.1 Features of TQM**

### **2.2.1.1 Customer Focus**

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

Focusing on both internal and external customers’ needs or understanding the customers is the driving force behind TQM schemes (Stevenson, 2007; Himanshu, 2009). Both authors classify quality function deployment (QFD) as a critical customer attributes’ identification tool that links customer attributes and design parameters. This is described by Stevenson (2007) as a philosophy of seeking improvement to all factors related to the process of transforming inputs into outputs on an ongoing basis.

TQM is the management process used to make continuous improvements to all functions. TQM represents an ongoing, continuous commitment to improvement. The foundation of total quality is a management philosophy that supports meeting customer requirements through continuous improvement. Stevenson (2007) claims that TQM as a concept was not new, but it did not receive much popularity in the

United States of America for a while, nevertheless it originated from there. However, many Japanese companies utilized it for years and turned out to be the cornerstone of the Japanese companies approach to production. The Japanese use the term “Kaizen” to refer to continuous improvement and it is one of the quality management principles of ISO 9000. Leonard and McAdam (2012) describe continuous improvement as one of the terminologies use by quality managers in referring to TQM results and further stress that with regard to the terms used, continuous improvement is most popular which implies an operational, rather than strategic focus for TQM. However, there are studies that dispute this school of thought that TQM should be based on customer focus. For instance, Kartha (2014) in a study on the impact of TQM on customer commitment in a manufacturing company in Malaysia found that TQM does not necessarily have to be grounded on customer focus but on the entire organization as a system. This incongruence on the key tenets of TQM creates a gap in knowledge which this study sought to bridge.

#### **2.2.1.2 Employee Empowerment**

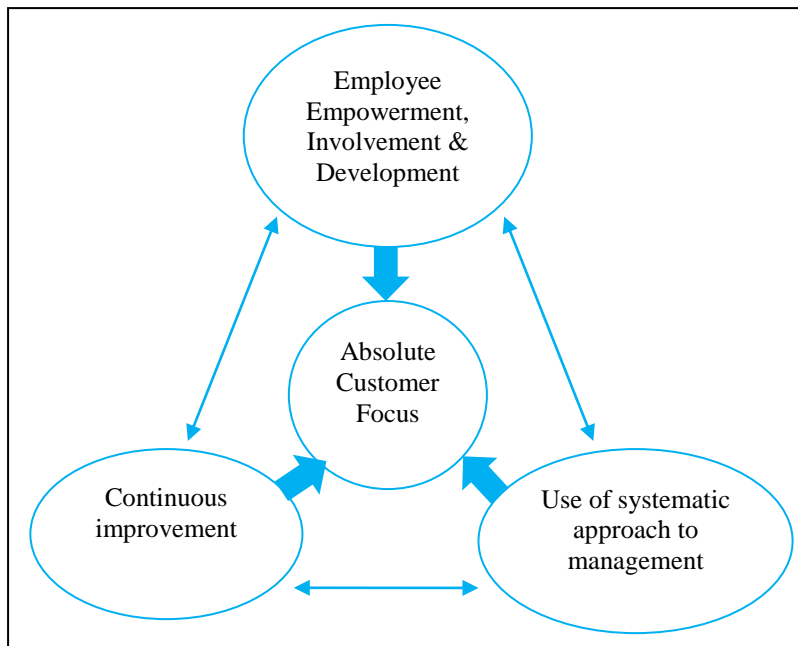
Employee empowerment is about giving employees the responsibility for improvement and the authority to make changes, which provide strong employee motivation (Stevenson, 2007; Lau and Tang, 2009). It is also about employee engagement which can take any of the following forms: employee surveys, focus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

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

### **2.2.1.3 Team Approach**

Team approach is the use of teams for problem solving to promote a spirit of cooperation and shared values among employees; decisions based on facts rather than opinions; knowledge of tools-employees and managers are trained in the use of quality tools; TQM champion who promote the value and importance of TQM principle throughout the company; suppliers must be included in all quality activities and quality at the source-the philosophy of making each worker responsible for the quality of his or her work (Stevenson, 2007).

Figure 2.1 illustrates the components of TQM philosophy and their interrelationships with customer focus as the core of the components of TQM.



**Figure 2. 1: Components of TQM philosophy and their interrelationships**

**Source: Khan, 2003**

In Fig 2.1 above, Empowerment of employees, involvement and development in an organization help in decision making, full participation in any due process, among others. This helps the organization to get proper output concerning the particular product. Both of these, together with use of systematic approach to management result in absolute customer focus to the benefit of the organization.

### **2.2.2 Critical Factors of Policy.**

This study examines the Total Quality Management Policy based on the following critical factors: Leadership, Training, organizational culture, and communication

#### **2.2.2.1 Critical Factors of TQM on Leadership**

Leadership plays a critical role in any key business decision. Consequently, the success of any critical decision made in an organization is highly dependent on top

management support and commitment (Zakuan et al., 2012). Quality issue has become of great importance to every organization and no management can afford to let nature take its course when it comes to quality. The top management must play a leading role by making available the critical resources, establishing an organization wide quality policy that is well communicated to all stakeholders, establishing a quality management structure and managing the entire process through close monitoring and evaluation. This must be supported by an organization culture and climate of open cooperation and team work among stakeholders in quality management (Sharp et al., 2010). Deming (2014) urges that managers must institute leadership to usher the quality transformation process.

Parameshwar and Srikantia (2010) discussed two types of leadership: transformational leadership and transactional leadership. Transformational leadership is leadership that is based on an ideologically anchored vision while transactional leadership is based on reward control mechanisms and emphasizes on clarification of followers roles and goals and the way the desired outcome will follow after achievement of the set goals. Champions of innovation tend to exhibit transformational leadership behavior; they try to initiate influence through calculated tactics in their work environment. Arshida & Agil (2012) points out top management commitment as an essential element for ensuring successful of TQM Policy of service delivery on customers' satisfaction implementation.

The top management must be on the fore front of the quality management process starting from the initial stages. According to Omware (2012), adoption of TQM for the first time is associated with development of new organizational policy, new procedures and new tools that must be learned. TQM is an organizational change

process that is often associated with instability, confusion, and employees' resistance and must be carefully initiated through consistent management involvement. This was consistent with Samir (2014) that top management must develop clear quality mission and goals and identify quality values and communicate them to all employees. They must put in place a proper quality planning process, and a good quality management structure to ensure successful implementation.

Sallis (2012) further argues that if TQM is to work it must have the long-term devotion of the senior staff of the institution. They must back it and drive it. Senior management may themselves be the problem. They may want the results that TQM can bring, but be unwilling to give it their wholehearted support. Many quality initiatives falter because senior managers quickly return to traditional ways of managing. Fear by senior managers of adopting new methods is a major barrier. If the senior management does not give TQM its backing, there is little that anyone else in the organization can do. It was therefore found imperative to conduct this study to establish the validity of this claim.

#### **2.2.2.2 Critical Factors of TQM on Training**

Zakuan et al., (2012) considered training as an important factor that boosts employees' efforts towards improvement. To him, quality training includes educating and training of employees at all levels in the organization with an intention of broadening their knowledge on quality issues and programs and providing them with information about the organization's quality mission, vision and general desired direction.



According to Jamali et al., (2010), employee training is one of the most important requirements in a successful TQM implementation. Management personnel, supervisors and other employees require skills and knowledge on quality dimensions and management as well as their roles in TQM implementation. Owing to the fact that market quality needs are very dynamic, organization must ensure continuous employee development and training on quality management.

### **2.2.2.3 Critical Factors of TQM on Organizational Culture**

Organizational culture is defined by Waliand Boujelbene (2011) as the set of organizational practices that are seen as characteristic for an organization. It gives the values, norms and principles that guide daily operations of an organization. Nezhadet al, (2012) discussed four dimensions of organizational culture: group culture that emphasizes on flexibility and cohesion among employees of an organization and advocates that top management should promote employees participation and empower them, developmental culture that advocates for flexibility and change based on the external environment, rational culture that which is oriented towards the external environment but focuses on control and stability and hierarchical culture that focuses on internal focus and control through internal efficiency and adherence to law. Wali and Boujelbene (2011) on the other hand discussed organizational culture under orientations. They discussed four orientations: innovation orientation, stability orientation results/outcome orientation, people orientation and communication orientation. An organization must come up with quality culture that must be integrated with other dimensions of culture if it has to succeed in TQM management.

Sallys (2012), TQM requires a change of culture which is notoriously difficult to bring about and takes time to implement. It requires a change of attitudes and working methods. Staff needs to understand and live the message if TQM is to make an impact. However, culture change is not only about changing behaviors. It also requires a change in institutional management. Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values. Conversely, there is a weak culture where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy.

#### **2.2.2.4 Critical Factors of TQM on Communication**

Kasongo & Moono (2010), defined communication as the exchange of ideas, messages, or information between people through speech, signals, or writing. According to him, success of an organization depends on communication such that when the process is altered, the entire organization suffers. Every organization must therefore put into place proper communication systems that facilitate horizontal, vertical, upward and downward exchange of information. According to Murphey (2009), both internal and external communication is critical in the implementation of quality programs. It enables stakeholders both within and outside the organization to have an in depth understanding of quality and its management. Top management must translate quality information in understandable form that all stakeholders can understand put in place feedback channel to allow a two way communication process.

#### **2.2.3 Total Quality Management, Service Delivery and Customer Satisfaction**

Delivery of TQM is not only limited to product quality improvement but also covers a wider aspect of quality. Previous empirical studies regarding the linkage between

TQM and competitive advantage as well as quality have shown significant and positive results. The main focus of TQM as suggested is to improve overall quality including process quality and service quality (Litton, 2011). Successful TQM implementation will give benefits in improving quality and reducing wastage as well as reduction in costs of poor quality such as scrap, late deliveries, warranty, replacement, et cetera (Antony *et al.*, 2012).

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

The literature on customer satisfaction reveals three key themes: the main enabler-type activities that appear to be linked to customer satisfaction; the link between customer satisfaction and "bottom-line" business results; and customer satisfaction as the primary focus for successful organisations in the future (Alomain, Tunea and Zairi, 2013). In terms of importance of customer focus in organisations, Fotopoulos and Psomas (2010) cited Siddiqui and Rahman (2007), showed that customer

orientation and top management support constitute the key factors in yielding benefits like cost cutting, increase management control, improved quality products and services, greater customer satisfaction, enhance productivity, slashed time consumption among others. The authors again cited Yang (2006) found that, TQM practices have positive effects on customer satisfaction, employee satisfaction and other benefits like competitive advantage, improved image (Fotopoulos and Psomas, 2010).

#### **2.2.4 Importance of Total Quality management in Organizations**

The importance of TQM is seen in many spheres. A successful implementation of TQM helps the organization to focus on the needs of the market; facilitates to inspire for top quality performer in every sphere of activity; provides the framework necessary to achieve quality performance; helps to continuously examine all processes to remove non-productive activities and reduce waste. In other words, the benefits of successful TQM include reduction of the cost of running a business; increase in market share; company morale improvement and guarantee of company competitive edge (Himanshu, 2009).

#### **2.3 The Concept and Research on Customers' Satisfaction.**

Customer satisfaction is conceptualized as being transaction-specific meaning it is based on the customer's experience on a particular service encounter, (Cronin & Taylor, 1992) and also some think customer satisfaction is cumulative based on the overall evaluation of service experience (Jones & Suh, 2000). These highlight the fact that customer satisfaction is based on experience with service provider and also the outcome of service (Culiberg & Rojšek, 2010). Customer satisfaction is considered an

attitude, Yi, (1990). In the case of grocery stores, there is some relationship between the customer and the service provider and customer satisfaction will be based on the evaluation of several interactions between both parties (Akhtar, Zameer, & Saeed, 2015).

Therefore, this study considered satisfaction as a part of overall customer attitudes towards the service provider that makes up a number of measures (Levesque et McDougall, 1996). Giese and Cote (2000) clearly state that there is no generic definition of customer satisfaction and after carrying a study on various definitions on satisfaction they came up with the following definition, “customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post consumption)”.

From this definition, it is clear that the consumer's satisfaction is determined by his/her experience at a company and this is supported by Cicerone *et al.*, (2009) and Sureshchander *et al.*, (2002) who believe customers' level of satisfaction is determined by their cumulative experiences at all of their points of contact with a supplier organization. According to Huddleston *et al.*, (2008) if the shopping experience provides qualities that are valued by the consumer then satisfaction is likely to result. Fornell, (1992) clearly defines customer satisfaction as an overall post-purchase evaluation by the consumer and this is similar to that of Tse and Wilton, (1988) who defined customer satisfaction as the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption. These definitions consider satisfaction as a post purchase response and in the case of KPLC, experience is important in evaluating customer satisfaction. According to Wicks and

Roethlein, (2009), customer satisfaction can be formed through an affective evaluation process and this affective evaluation is done following the purchase experience by the consumer.

The organizations that consistently satisfy their customers enjoy higher retention levels and greater profitability due to increased customers' loyalty, Wicks and Roethlein, (2009). This is why it is vital to keep consumers satisfied and this can be done in different ways and one way is by trying to know their expectations and perceptions of services offered by service providers. In this way, service quality could be assessed and thereby evaluating customer satisfaction.

In this study, the researcher used customers to evaluate service quality by considering several important quality attributes at KPLC. Firms must take improvement actions on the attributes that have a lower satisfaction level. This means customer satisfaction was considered on specific dimensions of service quality in order to identify which aspects customers are satisfied with. In a study of managers in Denmark, Italy, Scotland, the US and Japan, Tomlinson *et al* (1991) cited in Wood (1997), found that the European and American firms tend to see customers (closely followed by owners) as the most important stakeholders, whereas the Japanese gave much more weight to employees and the 'public at large'.

Younis (1995) examined the limits to Customers' expectations of public sector services in the United Kingdom. Younis identified and examined factors, which include customer awareness, limits of tolerance, personal and collective values, limits of empowerment, and the politics of quality. Younis concluded that to achieve TQM and delight the customer, then organizations should first concentrate on activities

which may serve a variety of interests instead of goods and services, and processes that produce goods and services. Thereafter, the organization ought to carry-out a multi-criteria decision analysis to judge which strategies and tactics are likely to increase quality levels.

Al-Khalaf (1995) undertook a study of Brighton (Colorado) Police department's effort to change its image from one where citizens were extremely dissatisfied with the service it was offering. In a programme to alter the culture and the structure of the service, long-and short-term goals were developed with the intention of providing services with which the citizens could be satisfied. The police department experienced a transformation from a bureaucratic culture to a quality culture, with a primary goal of serving the people with respect and dignity. An improvement in customer satisfaction was reflected in 98% of the respondents who believed that the police were doing a good job in serving them. Furthermore, complaints dropped from 32% to zero. Al-Khalaf concluded that as citizens become aware of their service needs, quality improves and the limits of quality become redefined.

Rao *et al* (1996) reports that in a survey of 20 of the 23 companies by the General Accounting Office (USA) that had received site visits to evaluate their application for Baldrige National Quality Award examined *employee relation as* a key indicator or workforce participation. The study focused on employees' satisfaction, attendance, turnover, safety and health and number of suggestions made to improve quality. The average rate improved on all measures. However, one company found employee satisfaction had declined, but it was attributed to concern about merger. Operating procedures were measured along eight dimensions ranging from errors to cost savings to timeliness of delivery. Only two companies reported a decline on two of the

dimensions. One negative was a company reporting 0.1% decline from a high of 97 in on-time delivery. Another was a company reporting declining inventory turnover because of a weak industry demand; however, its turnover was better than the industry average. Customers' satisfaction indicators used were complaints and retention rates. Overall, customers' satisfaction did not decline for any company. One company did receive more customer complaints, but that was a result of implementing a new complaint-handling system. Retention rates were generally high – up to 90%. Finally, financial performance indicator recorded an increase in market share by 13.7%. The average annual increase was 1.3% in return on assets and on sales. Sales per employee improved in all reporting companies by an annual average of 8.6%.

Gakuo (2005) reporting on the findings of a research espouses that it costs five times as much to get a new customer than it does to keep one old one. Only 4% of dissatisfied customers bother to complain, a whopping 96% take their business elsewhere. To add salt to injury, every dissatisfied customer tells eleven other people about their dissatisfaction.

“With this mix of researchers' opinions, it is not clear whether then TQM should be focused on customer satisfaction or employees of an organization. This study sought to bridge this gap in literature.” Younis T. (1995 in page:30, Rao *et al* (1996) in page: 32 etc.

## **2.4 The Concept of Service Quality**

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2008, p.172; Varma, 2015). The relevance of service quality to companies is emphasized here especially the fact that it offers a



competitive advantage to companies that strive to improve it and hence bring customer satisfaction.

Service quality has received a great deal of attention from both academicians and practitioners (Negi, 2009) and services marketing literature service quality is defined as the overall assessment of a service by the customer (Eshghi *et al.*, 2008, p.121). Ghylin *et al.*, (2008, p.76) points out that, by defining service quality, companies will be able to deliver services with higher quality level presumably resulting in increased customer satisfaction. Understanding service quality must involve acknowledging the characteristics of service which are intangibility, heterogeneity and inseparability, (Parasuraman *et al.*, 1985); (Ladhari, 2008). In that way, service quality would be easily measured.

In this study, service quality is defined as the difference between customer's expectation for service performance prior to the service encounter and their perception of the service received. Customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation (Asubonteng *et al.*, 1996). Expectation is viewed in service quality literature as desires or wants of consumer i.e., what they feel a service provider should offer rather than would offer (Parasuraman *et al.*, 1988). Perceived service is the outcome of the consumer's view of the service dimensions, which are both technical and functional in nature (Gronroos, 1984). The customer's total perception of a service is based on his/her perception of the outcome and the process; the outcome is either value added or quality and the process is the role undertaken by the customer (Edvardsson, 1998).

Parasuraman *et al*, (1988) define perceived quality as a form of attitude, related but not equal to satisfaction, and results from a consumption of expectations with perceptions of performance. Varma (2015) defines service quality as the difference between a customer's expectation and their actual experience. Service quality can be seen as the difference between the service provided by the service provider and the quality of performance. Therefore, having a better understanding of consumers attitudes will help know how they perceive service quality at KPLC, Uasin Gishu including Eldoret regional office. Negi (2009) suggests that customer-perceived service quality has been given increased attention in recent years, due to its specific contribution to business competitiveness and developing satisfied customers. This makes service quality a very important construct to understand by firms by knowing how to measure it and making necessary improvements in its dimensions where appropriate especially in areas where gaps between expectations and perceptions are wide. In the context of KPLC, the researcher is not only interested in learning more about the factors associated to service quality perceived by customers and how service quality is measured but also provide a direction for improvement of service quality in order to attain TQM Policy on customers' satisfaction.

Douglas and Connor (2003), emphasis that the consumer who has developed heightened perception of quality has become more demanding and less tolerant of assumed shortfalls in service or product quality and identify the intangible elements (inseparability, heterogeneity and perishability) of a service as the critical determinants of service quality perceived by a customer. It is very vital to note here that, service quality is not only assessed as the end results but also on how it is delivered during service process and its ultimate effect on consumer's perceptions

(Douglas & Connor, 2003). At KPLC, customers' regard tangible products as being very important during purchases. However, the intangible elements of service quality also accounts greatly for customers' satisfaction or dissatisfaction. This means there is a need to understand customer's expectation regarding service quality.

## **2.5 Relationship between Service Quality and Customer Satisfaction**

According to Sureshchandar *et al.*, (2002), customer satisfaction should be seen as a multidimensional construct just as service quality meaning it can occur at multi levels in an organization and that it should be operationalized along the same factors on which service quality is operationalized. Parasuraman *et al.*, (1985) suggested that when perceived service quality is high, then it will lead to increase in customer satisfaction. He supports that fact that service quality leads to customer satisfaction and this is in line with Saravana and Rao (2007) and Lee *et al.*, (2000) who acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider.

According to Negi, (2009), the idea of linking service quality and customer satisfaction has existed for a long time. He carried a study to investigate the relevance of customer-perceived service quality in determining customer overall satisfaction in the context of mobile services (telecommunication) and he found out that reliability and network quality (an additional factor) are the key factors in evaluating overall service quality but also highlighted that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction.

This study was based only on a specific service industry (mobile service) and the researcher think it is very important to identify and evaluate those factors which

contribute significantly to determination of customer-perceived service quality and overall satisfaction. Fen and Lian, (2005) found that both service quality and customer satisfaction have a positive effect on customer's re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market. This study proved a close link between service quality and customer satisfaction.

Su *et al.*, (2002) carried a study to find out the link between service quality and customer satisfaction, from their study, they came up with the conclusion that, there exist a great dependency between both constructs and that an increase in one is likely to lead to an increase in another. Also, they pointed out that service quality is more abstract than customer satisfaction because, customer satisfaction reflects the customer's feelings about many encounters and experiences with service firm while service quality may be affected by perceptions of value (benefit relative to cost) or by the experiences of others that may not be as good.

## **2.6 Service Quality Models**

The most well-known model is the model of Parasuraman *et al.*, (1985) which is widely utilized in the literature. Primarily the SERVQUAL model was developed for service and retail businesses and its objective is to know how customers of a business rate the services offered to them (Parasuraman *et al.*, 1988). This is very crucial for growth and profitability.

SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's satisfaction of the service received, requiring respondents to answer questions about both their expectations and

their satisfaction (Parasuraman *et al.*, 1988). The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuraman *et al.*, 1988). The difference between expectations and perceptions is called the gap which is the determinant of customers' perception of service quality.

The model attempts to show the salient activities of the service organization that influence the perception of quality. Moreover, the model shows the interaction between these activities and identifies the linkages between the key activities of the service organization or marketer which are pertinent to the delivery of a satisfactory level of service quality. The links are described as gaps or discrepancies: that is to say, a gap represents a significant hurdle to achieving a satisfactory level of service quality (Ghobadian *et al.*, 1994). Parasuraman *et al.* (1985) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions. They developed a service quality model based on gap analysis.

The gaps include (Seth and Deshmukh, 2005):

Gap 1: Customer expectation-management gap. This gap addresses the difference between consumers' expectations and management's perceptions of service quality.

Gap 2: Management satisfaction-service quality specifications gap. This gap addresses the difference between management's satisfaction of consumer's expectations and service quality specifications, i.e. improper service-quality standards.

**Gap 3:** Service quality specification-service delivery gap. This gap addresses the difference between service quality specifications and service actually delivered, i.e. the service performance gap.

**Gap 4:** Service delivery-external communication gap. This gap addresses the difference between service delivery and the communications to consumers about service delivery, i.e. whether promises match delivery.

**Gap 5:** Expected service-perceived service gap. This gap addresses the difference between consumer's expectation and perceived service. This gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer's side.

Parasuraman *et al.* (1985) mentioned ten factors for evaluating service quality (including tangible, reliability, responsiveness, courtesy, credibility, security, accessibility, communication and understanding the customer). These ten factors are simplified and collapsed into five factors. These five dimensions are stated as follows (Van Iwaarden *et al.*, 2003; Shahin, 2006):

1. Tangibles. Physical facilities, equipment and appearance of personnel.
2. Reliability. Ability to perform the promised service dependably and accurately.
3. Responsiveness. Willingness to help customers and provide prompt service.
4. Assurance (including competence, courtesy, credibility and security). Knowledge and courtesy of employees and their ability to inspire trust and confidence.
5. Empathy (including access, communication, understanding the customer). Caring and individualized attention that the firm provides to its customers.

The SERVQUAL approach contains a questionnaire that evaluates five generic service dimensions or factors through 22 questions, evaluating both expectation and performance using a seven point Likert scale. This approach evaluates service quality by calculating difference (gap) between customer expectations and satisfaction (service quality= P – E). ‘P’ denotes customer satisfaction of service or performance and ‘E’ denotes expectations before a service encounter deliver the actual service (Lewis and Booms, 2008; Parasuraman *et al.*, 1985). If the answer is negative, then dissatisfaction occurs, otherwise, the Service Quality is achieved. This equation is usually called gap analysis (Zahari *et al.*, 2008), but as it was emphasized, this approach only measures gap 5.

Notwithstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms. Two major criticisms have been raised. First, SERVQUAL has been inappropriately based on an expectations disconfirmation model rather than an attitudinal model of SQ. Second, it does not build on extant knowledge in economics, statistics and psychology. SERVQUAL is based on the disconfirmation model widely adopted in the customer satisfaction literature. In this literature, customer satisfaction (CS) is operationalized in terms of the relationship between expectations (E) and outcomes (O). If O matches E, customer satisfaction is predicted. If O exceeds E, then customer delight may be produced. If E exceeds O, then customer dissatisfaction is indicated.

According to Cronin and Taylor (1992; 1994) SERVQUAL is paradigmatically flawed because of its ill-judged adoption of this disconfirmation model. “Perceived quality”, they claim, “is best conceptualized as an attitude”. They criticize Parasuraman *et al.* for their hesitancy to define perceived SQ in attitudinal terms, even

though Parasuraman *et al.* (1988) had earlier claimed that SQ was “similar in many ways to an attitude”. Cronin and Taylor observe:

“Researchers have attempted to differentiate service quality from consumer satisfaction, even while using the disconfirmation format to measure perceptions of service quality... this approach is not consistent with the differentiation expressed between these constructs in the satisfaction and attitude literatures.” Parasuraman *et al.*, (1985) , Parasuraman *et al.*, (1988) p.37,38 & 39. Lewis and Booms, J. (2008) p. 39, Cronin and Taylor (1992,1994)

Iacobucci *et al.*'s (2014) review of the debate surrounding the conceptual and operational differences between SQ and CSat concludes that the constructs “have not been consistently defined and differentiated from each other in the literature”. She suggests that the two constructs may be connected in a number of ways.

First, they may be both different operationalizations of the same construct, “evaluation”. Second, they may be orthogonally related, i.e. they may be entirely different constructs. Third, they may be conceptual cousins. Their family connections may be dependent on a number of other considerations, including for example, the duration of the evaluation. Parasuraman *et al.*, (1985) have described satisfaction as more situation- or encounter-specific, and quality as more holistic, developed over a longer period of time, although they offer no empirical evidence to support this contention. SQ and CSat may also be related by time order. The predominant belief is that SQ is the logical predecessor to CSat, but this remains unproven. Cronin and Taylor's critique draws support from Oliver's (1980) research which suggests that SQ and CSat are distinct constructs but are related in that satisfaction mediates the effect of prior-period perceptions of SQ and causes revised SQ perceptions to be formed. SQ and CSat may also be differentiated by virtue of their content. Whereas SQ may be



thought of as high in cognitive content, CSat may be more heavily loaded with affect (Oliver, 1993).

Cronin and Taylor suggest that the adequacy-importance model of attitude measurement should be adopted for SQ research. Iacobucci *et al.* (1994) add the observation that “in some general psychological sense, it is not clear what short-term evaluations of quality and satisfaction are if not attitudes”. In turn, Parasuraman *et al.* (1994) have vigorously defended their position, claiming that critics seem “to discount prior conceptual work in the SQ literature”, and suggest that Cronin and Taylor’s work “does not justify their claim” that the disconfirmation paradigm is flawed.

In other work, Cronin and Taylor (1994) comment that:

“Recent conceptual advances suggest that the disconfirmation-based SERVQUAL scale is measuring neither service quality nor consumers’ satisfaction. Rather, the SERVQUAL scale appears at best an operationalization of only one of the many forms of expectancy disconfirmation.” Parasuraman *et al.*, 1985), Parasuraman *et al.*, (1988) p.37,38 & 39. p.42. Anderson, J. C., & Narus, J. A. (2011).p.41

A different concern has been raised by Andersson (2012). He objects to SERVQUAL’s failure to draw on previous social science research, particularly economic theory, statistics, and psychological theory. Parasuraman *et al.*’s work is highly inductive in that it moves from historically situated observation to general theory.

Andersson (2011) claims that Parasuraman *et al.* “abandon the principle of scientific continuity and deduction”. Among specific criticisms are the following: First,

Parasuraman *et al.*'s management technology takes no account of the costs of improving service quality. It is naïve in assuming that the marginal revenue of SQ improvement always exceeds the marginal cost. Aubrey and Zimble (1999), Crosby (1979), Juran (1951) and Masser (1957) have addressed the issue of the costs/benefits of quality improvement in service settings.

Second, Parasuraman *et al.* collect SQ data using ordinal scale methods (Likert scales) yet perform analyses with methods suited to interval-level data (factor analysis). Third, Parasuraman *et al.* are at the “absolute end of the street regarding possibilities to use statistical methods”. Ordinal scales do not allow for investigations of common product-moment correlations. Interdependencies among the dimensions of quality are difficult to describe. SERVQUAL studies cannot answer questions such as: Are there elasticities among the quality dimensions? Is the customer value of improvements a linear or non-linear function?

Fourth, Parasuraman *et al.* fail to draw on the large literature on the psychology of perception. A related set of criticisms refer to the value and meaning of gaps identified in the disconfirmation model. Babakus and Boller (2009) found the use of a “gap” approach to SQ measurement “intuitively appealing” but suspected that the “difference scores do not provide any additional information beyond that already contained in the perceptions component of the SERVQUAL scale”. They found that the dominant contributor to the gap score was the perceptions score because of a generalized response tendency to rate expectations high. Churchill and Surprenant (2009), in their work on CSat, also ponder whether gap measurements contribute anything new or of value given that the gap is a direct function of E and P. It has also been noted that: while conceptually, difference scores might be sensible, they are

problematic in that they are *notoriously unreliable*, even when the measures from which the difference scores are derived are themselves highly reliable (Iacobucci *et al.*, 2011).

Also, in the context of CSat, Oliver (2010) has pondered preferable to consider the P–E scores as raw differences or as ratios. No work has been reported using a ratio approach to measure SQ. Iacobucci *et al.* (2011) take a different tack on the incorporation of Emeasures. They suggest that expectations might not exist or be formed clearly enough to serve as a standard for evaluation of a service experience. Expectations may be formed simultaneously with service consumption.

Kahneman and Miller (2006) have also proposed that consumers may form “experience-based norms” after service experiences, rather than expectations before. A further issue raised by Babakus and Inhofe (2011) is that expectations may attract a social desirability response bias. Respondents may feel motivated to adhere to an “I-have-high-expectations” social norm. Indeed, Parasuraman *et al.*, report that in their testing of the 1988 version the majority of expectations scores were above six on the seven-point scale. The overall mean expectation was 6.22 (Parasuraman *et al.*, 1991b).

Teas (1993a; 1993b; 1994) has pondered the meaning of identified gaps. For example, there are six ways of producing P – E gaps of –1 (P = 1, E = 2; P = 2, E = 3; P = 3, E = 4; P = 4, E = 5; P = 5, E = 6; P = 6, E = 7). Do these tied gaps mean equal perceived SQ? He also notes that SERVQUAL research thus far has not established that all service providers within a consideration or choice set, e.g. all car-hire firms do, in fact, share the same expectations ratings across all items and dimensions.

A further criticism is that SERVQUAL fails to capture the dynamics of changing expectations. Consumers learn from experiences. The inference in much of Parasuraman *et al.*'s work is that expectations rise over time. An E-score of seven in 1986 may not necessarily mean the same as an E-score in 1996. Expectations may also fall over time (e.g. in the health service setting). Grönroos (1993) recognizes this weakness in our understanding of SQ, and has called for a new phase of service quality research to focus on the dynamics of service quality evaluation. Wotruba and Tyagi (1991) agree that more work is needed on how expectations are formed and changed over time.

Implicit in SERVQUAL is the assumption that positive and negative disconfirmation are symmetrically valent. However, from the customer's perspective, failure to meet expectations often seems a more significant outcome than success in meeting or exceeding expectations (Hardie *et al.*, 2012). Customers will often criticize poor service performance and not praise exceptional performance. Based on this critique of the model, this study attempted to reconcile the key role of the model in customers' satisfaction especially when applied in TQM.

## **2.7 Customer Education and Customer Satisfaction**

Customer learning is central to the co-creation of value (Payne, Storbacka, Frow, & Knox, 2009). Customers need to learn skills and behaviors relevant to purchasing, production, and use of goods and services to effectively participate in and contribute towards value creation (Bitner, Faranda, Hubbert & Zeithaml, 2011). Many firms have recognized the benefit of educating customers and some have made it a priority (Aubert, 2013), believing that it leads to greater customer loyalty and more profitable relationships.

Meer (2010) defined customer education as: "...any purposeful, sustained and organized learning activity that is designed to impart attitudes, knowledge or skills to customers or potential customers by a business or industry. It can range from self-instructional material for a particular product to a formal course related to a product or service." Meer, C. G. (2010) p.47, Macintosh, G., & Lockshin, (2010) p.47, Aubert (2012) p.48.

Service organizations in competitive markets attempt to connect with customers, recognizing the value of long-term relationships (Day, 2010). Key factors to success include constant communication and mutual learning. It is suggested that educating customers is important for creating customer expertise, which leads to strengthening the customer relationship (Bell, Auh, & Smalley, 2011).

Customer education can be delivered through a variety of educational programs: professional advice, seminars, advertising, booklets, blogs, and forums. Service providers can educate consumers (Osmonbekov, & Czaplewski, 2011) and consequently enhance their business relationships. Service providers can also offer technical support that can create dependent relationships, which in turn may enhance customer loyalty (Macintosh & Lockshin, 2010).

Service quality has also been recognized as a primary factor that enhances business performance and customer loyalty. Thus it is important to examine the effect of service quality in conjunction with customer education. Providing educational support requires a better understanding of what to offer customers and in what manner, especially in the service industry (Bell *et al.*, 2005). In prior studies, there has been some effort made to investigate the value of customer education and its impact on loyalty.

Aubert (2012) investigated the effect of customer education on product usage while Bell *et al.*, (2010) examined customer education and service quality as factors that affect customer satisfaction. In a service encounter, well-educated customers can utilize services more effectively because they understand application more thoroughly and can assess service performance more accurately. Educated customers can perceive and appreciate “technical and functional services” as they experience them during the service process. Well-educated customers have the potential for achieving higher levels of satisfaction and a stronger sense of customer loyalty for their service providers.

Examining the impact of customer education on customer loyalty through perceived service quality with empirical data will advance an understanding of the value of customer education. McNeal (2008) suggested that companies should consider education as a major competitive strategy and considered the following potential outcomes:

- Companies will realize many benefits including larger profits.
- Companies will recruit and retain satisfied customers, contributing to favorable attitudes toward products.
- There will be a reduction in confrontations.

Other researchers shared this vision and suggested that education would have a long-term impact throughout the decision-making process (Bloom & Silver, 2006). Noel, Ulrich, and Mercer (1990) defined customer education as “the active involvement of customers in all aspects of training efforts.” Honebein (2007) explained the value of customer education as “the process by which companies systematically share their

knowledge and skills with external customers to foster the development of positive attitudes.” Dankens and Anderson (2011, p.234) furthered this notion, “It directly increases their (customers) levels of satisfaction. Well trained customers are more knowledgeable about products and more likely to use them efficiently.”

A growing body of empirical research has demonstrated that customer education is an essential step in improving, soliciting and enhancing customer participation (Lovelock & Young, 2009). Prominent methods of customer education include: advertising, service personnel interaction, leaflets, seminars, and web sites (Aubert, 2013; Burton, 2012). There is a greater demand for customer education for difficult-to-use products (Aubert, 2013) for complex services and for novice consumers (Burton, 2012). It is also required for services that involve a high level of customization, whether the service acts are directed at people or intangible entities Kelley, Skinner, & Donnelly (2009). Empirical evidence suggests that customer education enhances perceived control, perception of trust with the service provider and satisfaction with the firm (Kelley et al., 2012).

McNeal (1978) argued that there are three potential advantages of using consumer education as a marketing strategy: It helps obtain and keep satisfied customers, it contributes to a favorable attitude among consumers towards a product or company, and it helps reduce confrontations with consumer advocates. If KPLC utilizes these strategies, it can gain a competitive advantage and enhance customer satisfaction and the subsequent customer loyalty even in the event of an emergent competitor.

## **2.8 Conceptual Framework**

This study was based on Total Quality Management (TQM) theory. Most organizational management theories descend either from Frederick Taylor's scientific management theory or from Elton Mayo's human relations model. Total Quality Management (TQM) theory grew out of existing organizational management theories, in part, as a response to the problems in those theories. Edwards Deming and Joseph Juran are most responsible for the development of TQM. Deming and Juran began work on TQM in the 1930s and continued shaping the management model into the 2011s.

During the 1930s, Deming and Juran studied with Walter Shewhart who developed Statistical Quality Control (SQC) theory. SQC argued that "as quality improves, costs go down and productivity increases." SQC provided for continuous improvement of quality and productivity by using statistics to identify areas for improvement. As a theory of organizational effectiveness, Total Quality Management (TQM) theory hold that "performance is enhanced by designing products and services to meet or exceed customer expectation by empowering workers to find and eliminate all factors that undermine product or service." TQM promotes organizational effectiveness through: promoting stakeholder satisfaction; pursuing continuous improvement; and, fostering proactive leadership.

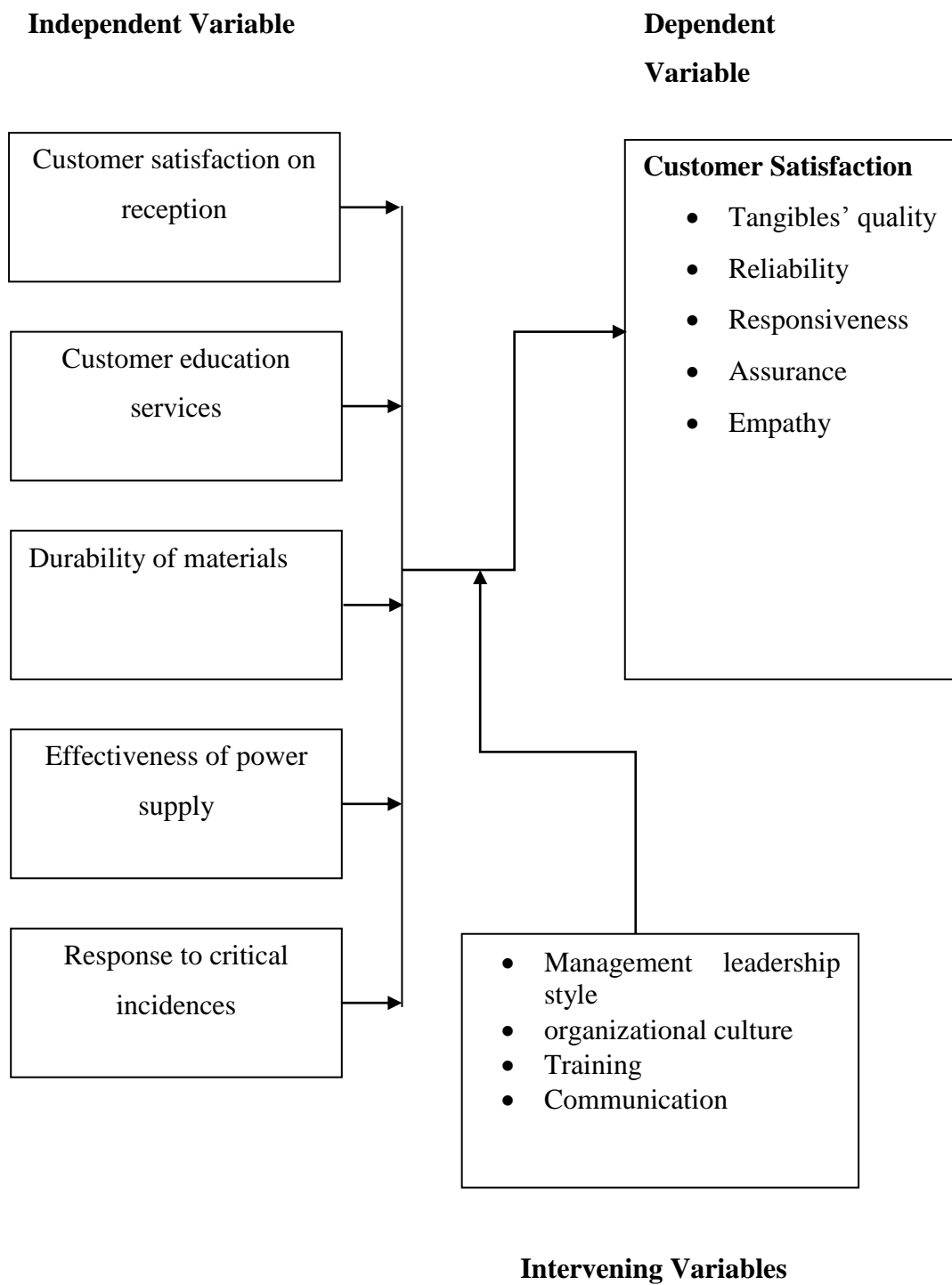
TQM theory holds that "quality can only be defined by those who receive the product or service, including stakeholders." Accordingly, public managers should engage their staff in identifying the organization's internal and external stakeholders and by determining the criteria that each uses to judge the organization to be successful.



However, researcher noted that the TQM theory is not new as most of its objectives could be traced back to classical and neo classical theorists. This has made it impossible for researchers not to come up with a particular refined definition of what it entails in academic world to date. Despite the weakness(es); the TQM continue to provide systems approach to ensure quality in an organization, support the constant attainment of customers' satisfaction through integrated system of tools, techniques, training, continuous improvement of organizational processes and resulting in high quality products & services among others (Himanshu, 2009).

Figure 2.3 presents the conceptual framework on which this study was based. It is argued in this framework that the satisfaction of customers on how they are received at KPLC offices by the organization's employees is a key parameter in identifying the level of customers' satisfaction. It is further conceptualized that the extent to which customer education services on the products and services offered by KPLC are implemented also has an impact influences on customers' satisfaction. It is argued that the satisfaction of customers on the urgency with which Kenya Power & Lighting Company (KPLC) responds and handles power outages and emergencies 'cases significantly determines customers' satisfaction.

All these factors are intertwined in the extent to which the company endeavours to assess the impact of TQM policy on customers' satisfaction with a view of improving customers' satisfaction level at KPLC. However, there are factors that come into play as to influence the interrelationships between the independent and dependent variables. Such factors include the management's leadership style, existing organizational culture, training and communication. These are the extraneous variables.



**Figure 2. 2: Conceptual Framework**

**Source: Researcher, 2012.**

## 2.9 Summary of the Chapter

This chapter has reviewed literature on various aspects of Total Quality Management with a focus on the key tenets of customer satisfaction and models of measuring customers' satisfaction level. Even though many researchers conducted studies on various TQM dimensions independently, it seems that no research work, still, has collectively taken all these dimensions into consideration in the service sector. Some dimensions of TQM can be applied both in manufacturing and the service sector (Saravanan & Rao, 2006). The present literature review focused on importance of TQM in the service industry. Since few researches have been conducted regarding use of TQM in energy providing institutions, this study sought to contribute to this glaring gap.

However, the Gurus of TQM and scholars are still in confusion and as such, has left many service sectors, manufacturing industries, energy sectors among others in a state of confusion of the real meaning TQM. The scholars have not yet agreed on the exact definition of TQM, they have not given direction whether TQM could only be used in manufacturing industries or service sectors or energy sectors or both. This is evident since most of the researches done are in the manufacturing industries with few in the energy sectors and a reason for research being undertaken by the researcher to bridge the gap left..

Further, customers are an important aspect of any organization and loyal consumers can add value to profitability of such organizations as KPLC. TQM can improve performance of an institution by lowering costs, increasing revenues, delighting customers, and empowering employees (Juran, 2001). Besides, implementation of

TQM in the service industry, it (TQM) helps in improving customer satisfaction. The succeeding chapter present the research methodology that was employed in this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the methodological procedures that were employed in data collection and analysis. The chapter describes the research design that was adopted in this study, the study location, target population, sampling procedures and sample size, data collection instruments and their validity and reliability tests as well as ethical considerations, data analysis techniques and presentation.

#### **3.2 Research Design**

This study adopted an exploratory research design. This design was considered appropriate for collecting data necessary to investigate the impact of TQM policy on customers' satisfaction. This design is also useful in identifying the standards against which the existing conditions can be compared. The exploratory design was chosen because the study involved generalization of findings over a large population. The design is chosen as dictated by the nature of the study, which primarily involves gathering of facts. The variables were studied in their natural setting without any manipulation by the researcher.

Koul (1997) further clarifies this by asserting that exploratory studies are designed to obtain pertinent and precise information concerning the current status of phenomena and whenever possible, draw valid general conclusions from the facts discovered. Koul (1997) adds that exploratory studies are restricted not only to fact finding but may often result in the formulation of important principles of knowledge and

solutions of significant problems concerning national, regional and international issues.

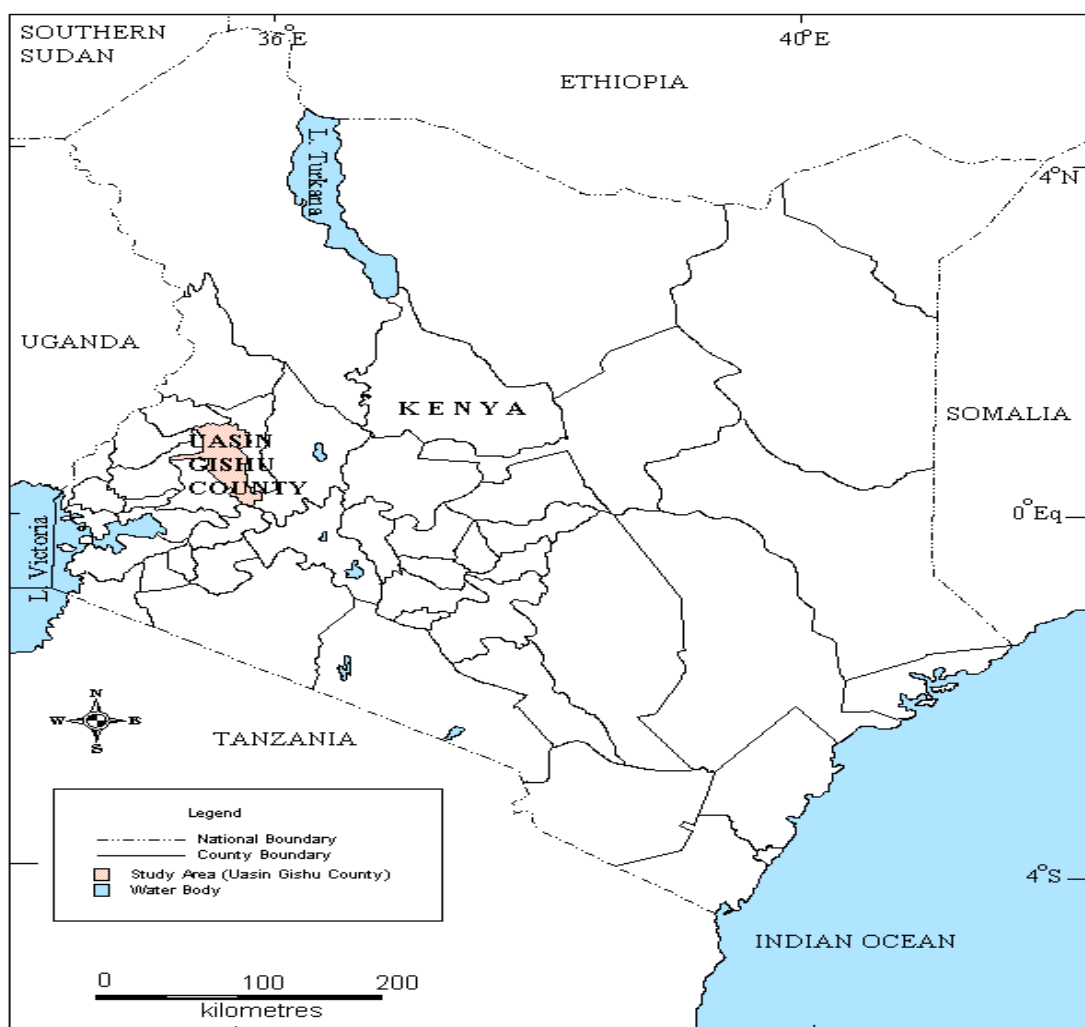
The study was conducted in the stages outlined as follows. First, a literature review was conducted on TQM (and its definition, key features and importance), customer satisfaction and relationship between TQM and customer satisfaction. Variable and issues of TQM that influence customer satisfaction were identified and were adapted for research questions and questionnaire survey.

### **3.3 Study Setting**

This study was conducted at KPLC in selected areas of Uasin Gishu County, Kenya, Uasin Gishu County is located in the west of the Rift Valley. This area was chosen because of mixed ethnic groups being a cosmopolitan area. This would give a more comprehensive perception of customers and adding to findings from high number of customers would give results that can be generalized for entire KPLC as a company. It borders Elgeyo Marakwet County to the East, Trans Nzoia to the North, Kericho to the South, Baringo to the South East, Nandi to the South West and Bungoma to the West. The regional offices in Uasin Gishu County process and receive customers from a wide area: Eldoret municipality and its environs; Kesses and its environs; Tarakwa and its environs; and, Kamagut and its environs and among others. These four areas were selected because they are the major centres with high population of customers in Uasin Gishu County as per KPLC's operation in transmitting electricity to customers. Map 3.2 illustrates these selected areas within Uasin Gishu County, Kenya. The numbering of selected research study areas in Uasin Gishu County, Kenya, were done as per KPLC's customers' strengths of each of the research marked

areas by the researcher. Each of these Maps shows where KPLC's customers being researched by the researcher are found for clarity and to avoid any confusion which might arise later by any reader in future.

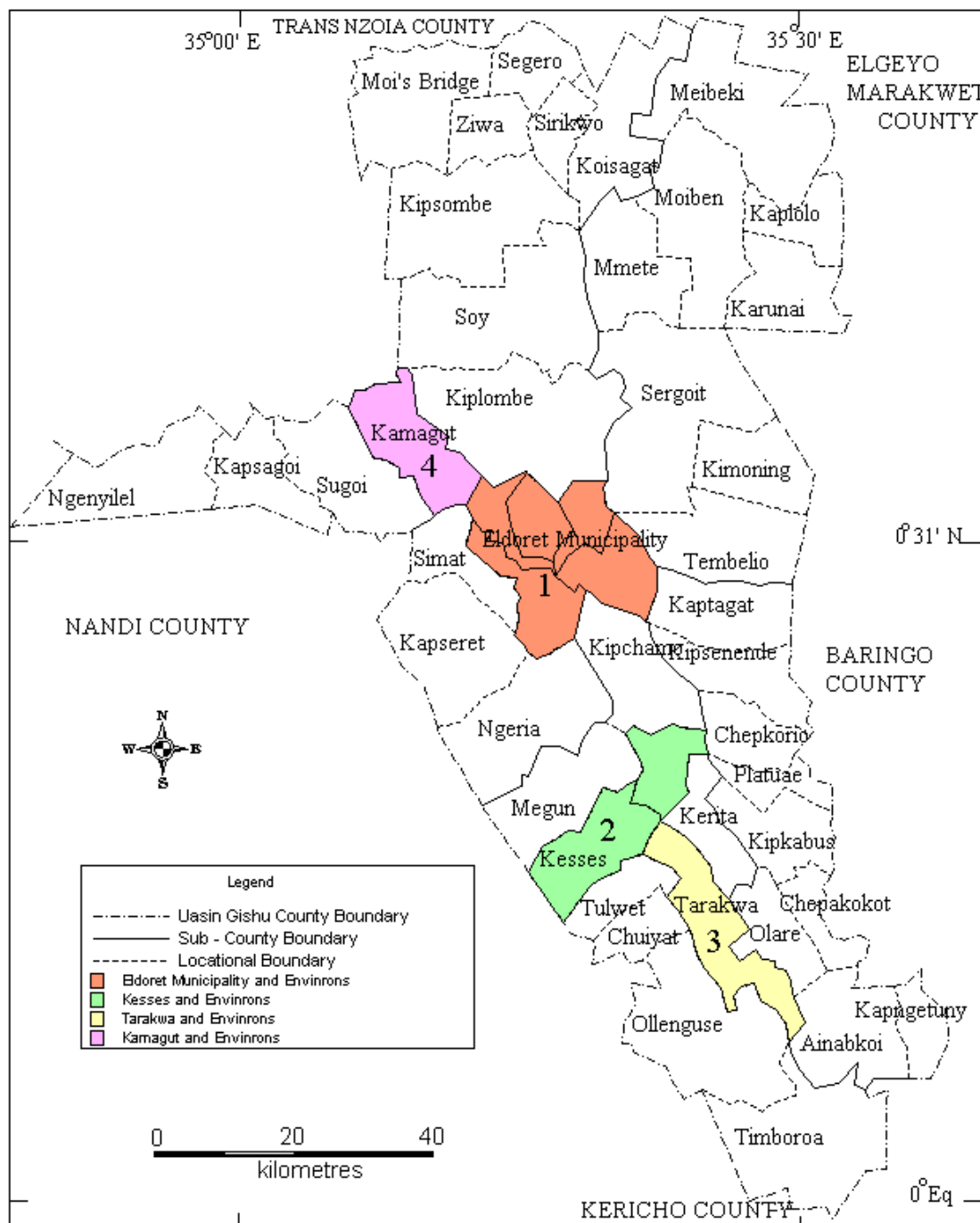
The study targeted employees of KPLC (Internal customers being served by KPLC) and customers being served by KPLC (external customers) in Uasin Gishu County as well as the line managers of KPLC. Map 3.1 illustrates where Uasin Gishu County is situated within the map of Kenya.



**Map 3. 1: Map of Kenya situating Uasin Gishu County**

**Source: Uasin Gishu County Development Office (2015)**

However, the various demarcations and marked in different colours from number 1-4 in Map:3.2 represent the four strata locations of the research study.



**Map 3. 2 : The selected Study research locations in Uasin Gishu County**

**Source: Uasin Gishu County Development Office (2015)**

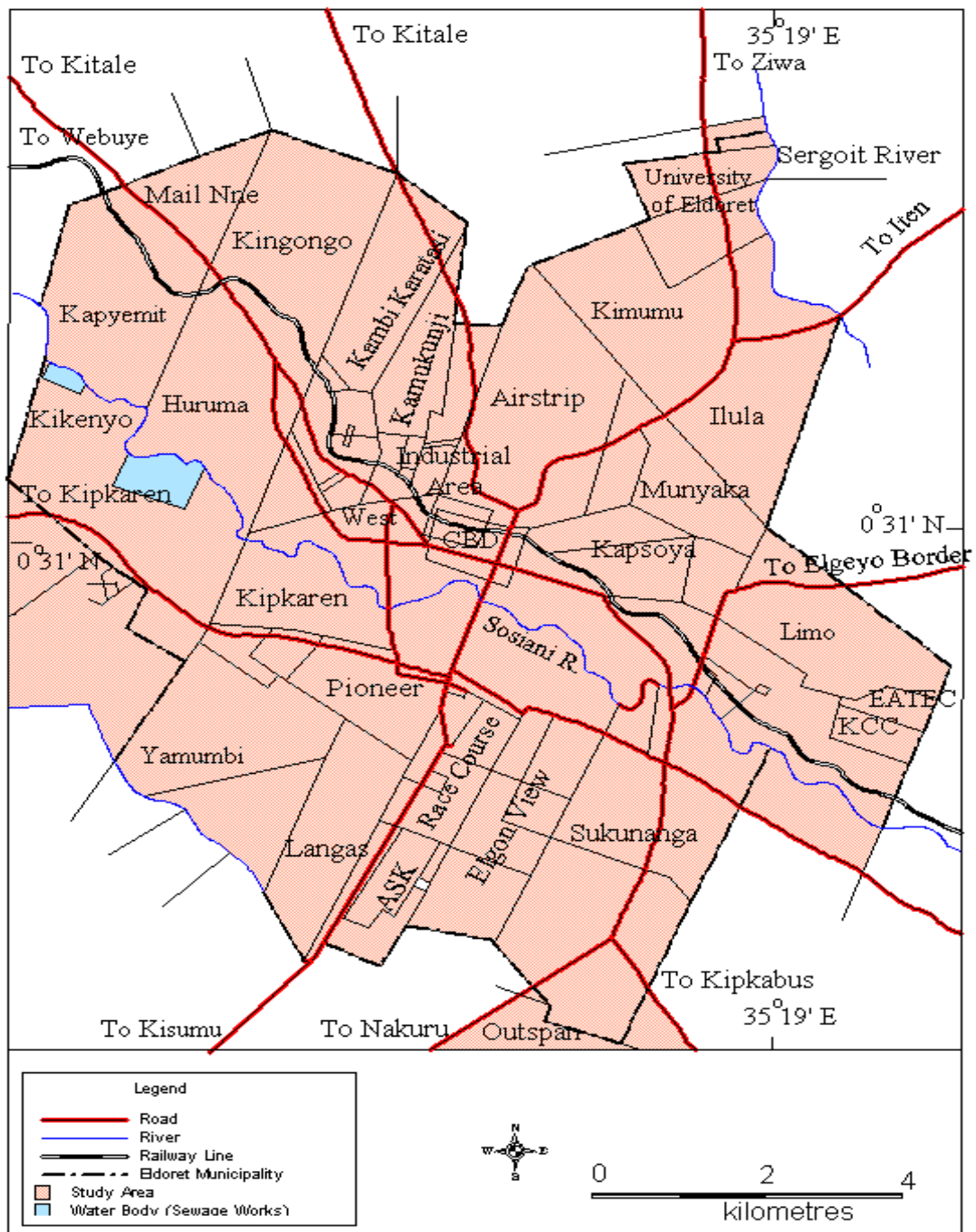


To be able to further situate the study, the specific maps of the selected areas are presented in the succeeding sections.

### **3.3.1 Eldoret Municipality & its Environs**

This (Eldoret Municipality & its Environs) area covers the central business district, Pionner estate, Elgon view estate, Kamkunji, Huruma, Mailine, Maile Tisa, Kimumu, Munyaka, Kiplombe/Kaburini ,Kidiwa, Eldoret west, west indies, kipkaren estates, Yamumbi, race course, Langas ,ASK, sukunanga, and among other areas, where KPLC's customers are being found.

The examples of some customers in the said study areas are: Eldoret University, Annex school of Law, KCC, Rift Valley Institute, Kenmosa, Kapsoya, Poa Place Hotel, Moi Girls High School, Mediheal Hospital, Referral Hospital/School of Medicine, Eldoret Hospital, Sirikwa Hotel, Wagon Will Hotel, Kie, Unga Limited Company, Dola Unga Company Limited, Coca Cola Factory, Industrial Area, Rehama Childrens's Home Cheplakei, Langas, Chinees, Edoret Polytechnic, Catholic University and among others. Map 3.3 presents the research areas of study.

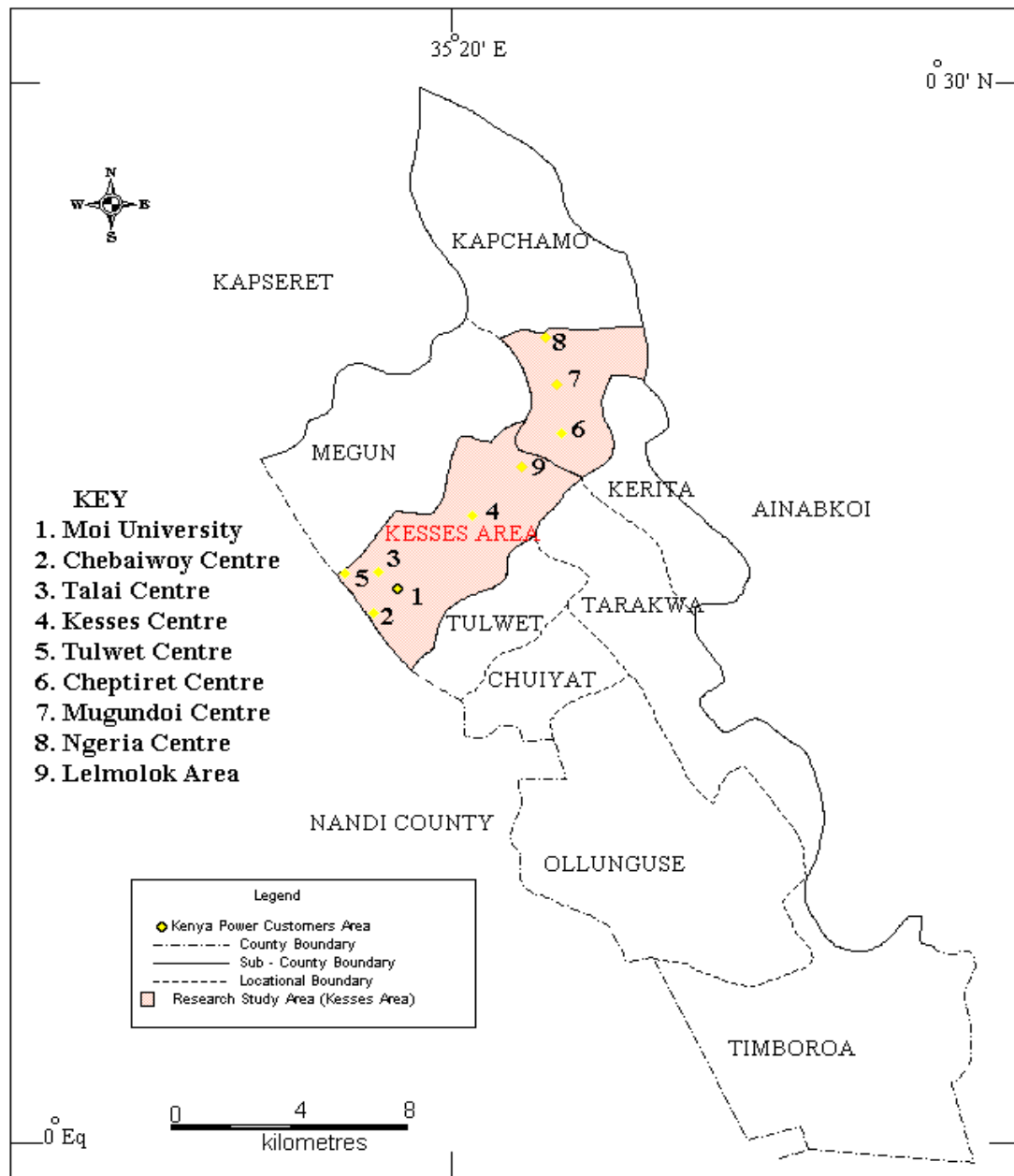


**Map 3.3: Eldoret Municipality and its Environs**

**Source: Uasin Gishu County Development Office (2015)**

### **3.3.2 Kesses and its Environs**

This location covers study areas such as: Cheboyua Centre, Moi University, Talai Centre, Kesses centre, Cheptiret and among others, where KPLC's customers are being found. Map 3.4 illustrates the areas. Examples of some customers from these areas of study are: Moi university, beren complex hostel, chepkoiyo centre, kesses health hospital, top tent posho mills, St. Cathrine Girls high school, Lelmolok centre, Moi secondary school/primary, Elimu millers animals feeds, matrix Apartment and among others.

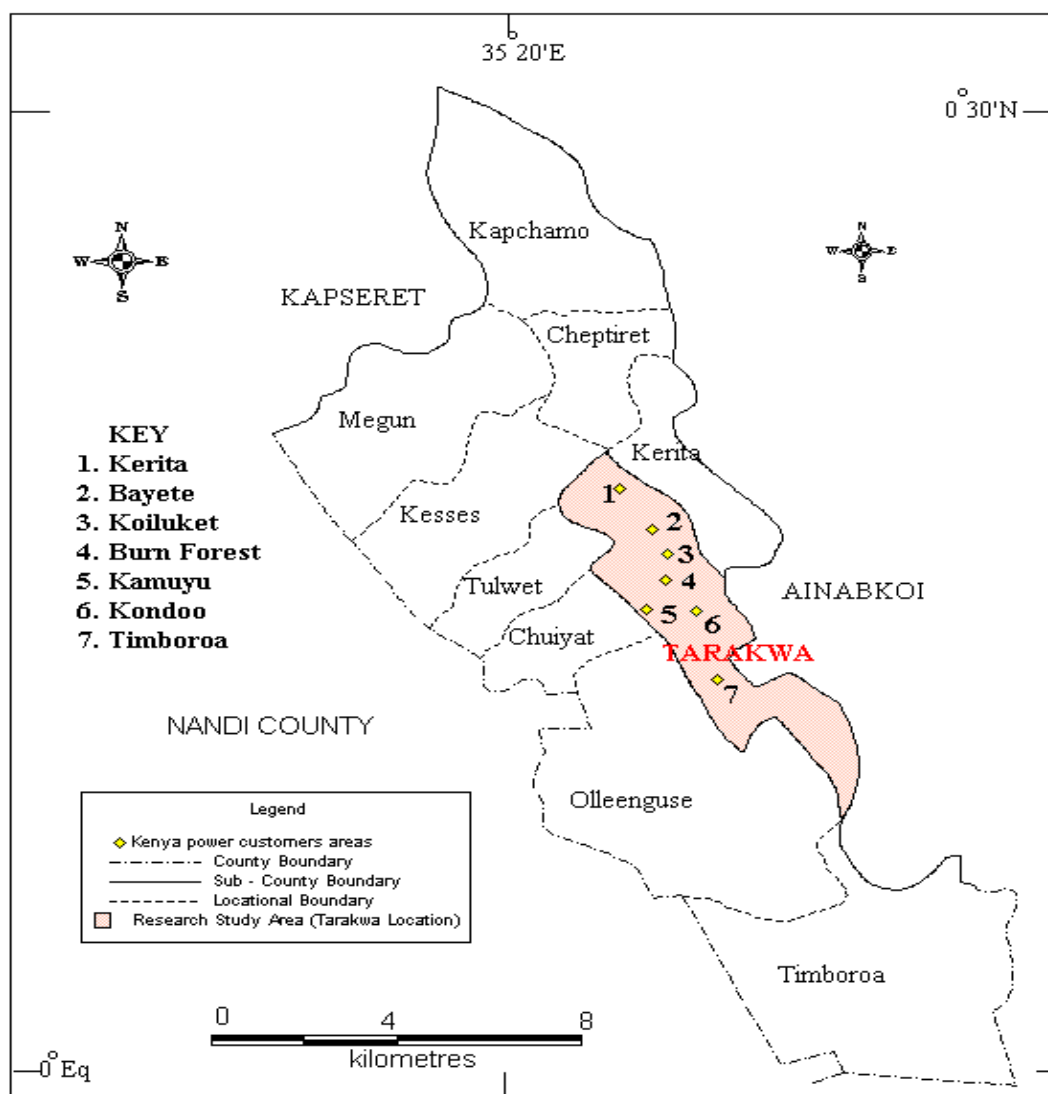


**Map 3. 4: Kesses and its Environs**

**Source: Uasin Gishu County Development Office (2015)**

### 3.3.3 Tarakwa and its Environs

This location covers areas of the research study and where KPLC's customers are being found. These are: kerita, bayete, koiluket and among others. Map 3.5 presents the research study areas. Examples of some KLC's customers are: Police station tarakwa, tarakwa center, kondor centre, bandura primary school, Kakowa centre and among others.

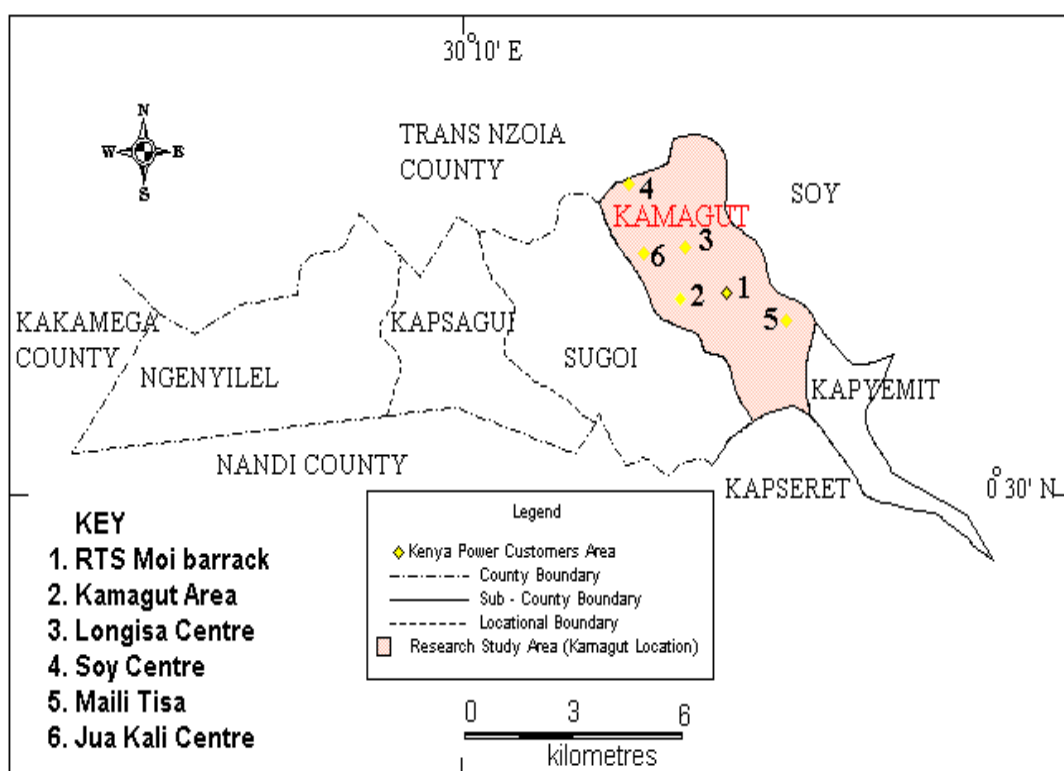


**Map 3. 5: Tarakwa and its Environs**

**Source: Uasin Gishu County Development Office (2015)**

### 3.3.4 Kamagut and its Environs

This study area within Turbo location covers research study areas such: Moi Barracks & Recruit Training Centre (RTS), Kamagut area, Longisa centre, Soy Centre, Mail tisa, Maili Tisa and Jua Kali Centre. KPLC's customers are also being found in these areas of research study. Map 3.6 illustrates the areas. Examples of some KLC's customers are: Sunshine Academy, Kamagut Primary and Secondary, Moi barracks secondary & primary school, Soi Club, D.O.D Factory, Ainangettich Primary School, Green garden Academy, kamuret area, Samoe Primary school, soy water supply and among others.



**Map 3. 6: Kamagut and its Environs**

**Source: Uasin Gishu County Development Office (2015)**

### 3.4 Target Population

The KPLC office in Uasin Gishu had a labour force of 489 employees serving a total of 109,000 customers as at 2012 (KPLC Human Resource database, 2012). However, in the selected areas, a total of 32,750 customers were being served. These were the targeted customers. Out of 109000 customers, 76250 customers were not included in the study. Table 3.1 summarizes the target population for internal customers for this study.

**Table 3. 1: Internal customers' target population**

<b>Rank</b>	<b>Number</b>	<b>Percentage</b>
Senior management	21	4.3
Middle management	182	37.2
Lower management	197	40.3
Support staff	89	18.2
Total	489	100.0

**Source: Human Resource Data, 2012**

Table 3.2 presents a summary of the target population for the external customers in the study area.

**Table 3. 2: External Customers' target population**

<b>Target area</b>	<b>Number</b>	<b>Percentage</b>
Eldoret Mun. & environs	30,000	91.6
Kesses & environs	1,500	4.6
Tarakwa & environs	800	2.4
Kamagut & environs	450	1.4
Total	32,750	100.0

**Source: Kenya Power & Lighting Company, Uasin Gishu County Data, 2012**

### 3.5 Sampling Techniques and Sampling Size

A sample design is a definite plan for obtaining a sample from a given population (Polit, 2005). A sample frame will be drawn from the target population. A sampling frame is a list of cases or individuals from which a sample can be selected to form the units of observation in a study (Orodho, 2004).

Kerlinger (1983) and Kothari (2008) provide that a sample of at least between 10% and 30% is considered sufficiently representative for drawing deductions from. In this study, a sample of 30% of the employees was computed. This yielded 147 employees. The employees were then sampled using proportionate random sampling technique. The proportions were based on the rank an employee held in the company as illustrated in table 3.3.

**Table 3. 3: Internal customers' sample size**

<b>Rank</b>	<b>Population</b>	<b>Sample (30%)</b>
Senior management	21	6
Middle management	182	55
Lower management	197	59
Support staff	89	27
<b>Total</b>	<b>489</b>	<b>147</b>

**Source: Author Research Data, 2012**

Of these internal customers, 19 of them were working as line managers of the respective departments while 470 were working in their respective positions, in table 3:3. The sample size of external customers was computed by the use of the formula indicated by Reid & Boore (1991) (since the population is greater than 10,000).



The formula is as follows:  $n = N / [1 + N(e)^2]$

Where: n- Sample

N- Population size

e- Accepted level of error taking alpha as 0.05.

Therefore:  $n = 32,750 / (1 + 32,750 \times 0.05^2)$

$n = 395$

This yielded a sample of 395 customers. To obtain the sample of external customer respondents in each of the selected study areas, a proportionate random sample was computed as illustrated in Table 3.4.

**Table 3. 4: External Customers' sample size**

Target area	Population	Sample
Eldoret Mun. & environs	30,000	$30,000 / 32,750 \times 395 = 362$
Kesses & environs	1,500	$1,500 / 32,750 \times 395 = 18$
Tarakwa & environs	800	$800 / 32,750 \times 395 = 10$
Kamagut & environs	450	$450 / 32,750 \times 395 = 5$
Total	32,750	395

**Source: Author Research Data, 2012**

Convenient sampling technique was further employed in selecting participants based on consent. This implies that only those customers who were willing to participate in the study were given questionnaires to fill. Therefore, respondents participated in the study voluntarily.

### 3.6 Data Collection Instruments

Data for this study was collected using questionnaire tool. A questionnaire was designed to measure customers' satisfaction of the service quality delivery at Kenya Power and Lighting Company (KPLC). The questionnaires were developed based on

indicators that measure customers' satisfaction levels developed by Parasuraman et al., 1985. The instrument is a self-scoring questionnaire in which responses to each of the 26 items are rated using a 5 –point Likert-type scale with anchors labeled: 1 = Very dissatisfied; 2 = Dissatisfied; 3 = Neither Satisfied nor dissatisfied; 4= Satisfied; 5 = Very Satisfied.

A section within the questionnaire constituted open-ended questions to allow respondents to express themselves freely. This tool was administered to both internal and external customers. Therefore, a total of 542 questionnaires were administered.

### **3.6.1 Validity and Reliability.**

This study established content and face validity to assess the accuracy, meaningfulness, appeal and appearance of the instruments for data collection. Face validity of an instrument is the success of a scale in measuring what it sets out to measure so that the differences in individual scores can be taken as representing true differences on the characteristics under study (Koul, 1992); while content validity refers to the subjective agreement among professionals that a scale logically appears to reflect accuracy in what it purports to measure (Kothari, 2005). To determine content validity of the instrument items, the researcher's supervisor assisted in ensuring that the instruments were in relation to the set objectives and content area under study. Their suggestions and comments were used as a basis to modify the research items and make them adaptable to the study. Basing on the feedback from the experts, the wording of the instruments were appropriately modified.

Cronbach's coefficient alpha method was used to determine internal consistency of the items. This method is appropriate owing to the fact that it requires only one

administration of the test (Cohen & Swerdlik, 2005). It is also appropriate where items have got choices (Cozby, 2003). In this study, the items were considered reliable since they yielded a reliability coefficient of 0.70 and above.

This figure is usually considered desirable for consistency levels (Fraenkel & Wallen, 2000).

### **3.7 Data Analysis.**

The researcher identified and trained four Research Assistants who assisted in administering the questionnaires to the respondents. The research assistants were involved to facilitate efficiency in data collection. After data collection, responses from questionnaire items were cross-checked to facilitate coding and processing for analysis using Statistical Package for Social Sciences (SPSS) computer programme version 20.0. Open-ended questions were analyzed through coding themes and quotas that emerged. The themes emerging from secondary data were identified to augment primary data. Qualitative data were transcribed and organized into themes in order to check on their frequencies based on the research objectives.

Qualitative data were analyzed thematically basing on emerging quotas in form of cumulative frequencies, means, and percentages. To establish the influence of TQM implementation on customer satisfaction, a multivariate regression analysis was computed. Variables of customer satisfaction which were investigated in this study were categorized into two (core and relational) in order to enable the computation of the regression analysis. Customer satisfaction was modeled using a multivariate regression analysis which linked customer satisfaction to the core and relational dimensions of service quality. Hence, stepwise multiple regression was performed

with the core (products quality, assurance, responsiveness, reliability) and relational dimensions (employees courtesy, tangibles) as independent variables and customer satisfaction as dependent variable. Analyzed data were presented in form of cumulative frequency tables, percentages, charts and graphs.

### **3.7.1 Ethical Consideration.**

Ethical consideration is quite necessary in research for it seeks the consent of the respondents, for no one can be forced to participate in the study (Roux, et al., 2005). The researcher req research permit uested for an introductory letter from Moi University. This letter assisted in getting research permit from the National Commission for Science, Technology and Innovation (NACOSTI) and which in turned too, help in getting the authority letter from Kenya Power & Lighting Company (KPLC) to conduct research. These documents were useful in conducting the study in relevant offices in Uasin Gishu County in selected areas of the research study and getting conset from the specific respondents to conduct the research. Information collected from participants was treated as private and confidential as much as possible. The purpose of the study was explained to participants before data collection. This enabled the respondents to make informed decision on whether to participate in the study or not. The researcher was responsible at all times and was vigilant, mindful and sensitive to human dignity.

Mc Millan and Schumacher (1997) stressed that during research, study information should remain anonymous throughout the research period and therefore participants' responses were presented anonymously. Besides, the study was conducted at the convenience of the respondents to avoid inconveniencing their schedule. The

researcher assured respondents of anonymity of their responses. Finally, all literature from other authors have been dully acknowledged to avoid plagiarism of any kind.

### **3.8 Limitations**

Since the study was focused on one Company, Uasin Gishu County at KPLC in Kenya, the possibility exists that the study might not reflect the true picture of the impact of Total Quality Management policy on customers' satisfaction at Kenya Power & Lighting Company in Uasin Gishu County, Kenya. Furthermore, it was conducted at KPLC offices and the four strata locations areas for research study ( Map: 3.2) in one county yet conditions may vary between counties. The researcher overcame these by dealing with a large number of respondents to give more reliability in findings and also comparing findings from many offices from different sections and of the strata locations areas of research study, Uasin Gishu County, Kenya and not just from one office or one strata location area.

The study faced delayance during data collection as respondents took long to fill the questionnaires thus delayed the duration for data analysis and presentation. Besides, other respondents were simply reluctant to participate in the study. The researcher undertook to explain the purpose of the study to the respondents and assured them of confidentiality of their responses to allay fears of victimization. In total, the research achieved a response of 500 well filled questionnaires out of 542, rseeprenting a response rate of 92.3%.; a total of 14 questionnaires were badly filled out of 514 returned, representing 2.6% and a total of 28 questionnaires not returned, representing unreponse rate of 5.1%. A copy of the completed research will be presented to

KPLC's management for further perusal and implementation as per the respondents' views. The succeeding chapter presents the data presentation and an analysis.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

This chapter presents the findings of this study. The findings have been presented based on the 5 objectives that the study sought to achieve. The first objective of this study was to examine the quality of service at customers' reception desk at Kenya power & Lighting Company (KPLC) in Uasin Gishu County in selected areas of the research study:

A total of 542 questionnaires were administered (external customers, 395; internal customers, 147). A total of 500 questionnaires (381 from external customers and 119 from internal customers) were well filled and returned. This yielded a response rate of 92.3% which according to Creswell (2012) is way above the acceptable response rate of 65%. These questionnaires were therefore analyzed and deductions drawn from them. Also, a total of 14 questionnaires were badly filled by the respondents and were not used for data analysis (6 from external customers and 8 from internal customers). This represent badly response rate of 2.6%, with a total of 28 questionnaires not returned (8 from external customers and 20 from internal customers) representing 5.1% of unreturned questionnaires. Additionally, a total of 514 questionnaires were returned. These represent a response rate of 94.9%.

## 4.2 Demographic Profile

### 4.2.1 External Customers' Demographic Characteristics

Like the employee respondents, it was equally significant to collect data on customers' demographic characteristics. These characteristics are summarized in table 4.1.

**Table 4. 1: External customers' demographic characteristics**

Characteristic	Numbers	Percentage (%)
Gender		
Male	173	45.4
Female	208	54.6
Age (years)		
18-30	112	29.4
31-40	106	27.8
41-50	97	25.5
Over 50	66	17.3
Highest education level		
Secondary	96	25.2
Diploma	67	17.6
Bachelors	176	46.2
Masters and over	42	11.0
Type of supply		
Domestic	365	95.8
Commercial	16	4.2
Duration of being a KPLC customer		
Less than 2 years	13	3.4
2-4 years	124	32.5
Over 4 years	244	64.0

**Source: Author Research Data, 2012**

The results in table 4.1 indicates that 173 (45.4%) males being served by KPLC while 208 (54.6%) were females respondents out of 381 external customers. Age (years)



group being a KPLC customer: between 18--30 years of age 112 (29.4%) were the highest respondents, 31-40 years of age 106 (27.8%) second highest, 41-50 years of age 97 (25.5%) third highest and over 50 years of age 66 (17.3%) were the lowest customers respondents being served by KPLC. Highest education level being a KPLC customer: master's degree and over 42 ( 11.0%) were the lowest respondents followed by diploma holders 67 (17.6%), secondary education 96 (25.2%) while Bachelors holders 176 (46.2%) were the highest customers respondents being served by KPLC. Type of supply being a KPLC customer: domestic customers 365 (95.8%) were the highest respondents being served by KPLC while commercial 16 (4.2%). Duration of being a KPLC customers: less than 2 years 13 (3.4%) were the lowest customers respondents being served by KPLC, 2-4 years 124 (32.5%) were the second highest while over 4 years 244 (64.0%) being the highest customers respondents being served by KPLC.

It can be observed from the distribution of customer respondents that there was an appropriate gender mix of 208 (54.6%) females and males 173 (45.4%) respondents out of a total 381. The female gender had 35 (9.2%) over male respondents being served by KPLC and therefore, the data captured views from both gender. There was also a balance distribution of respondents in the different age cohorts (although majority of them were aged between 18 and 40) with a total respondents of 218 (57.2%) out of 381 external customers.

Besides, majority of the respondents were literate and therefore, were in a position to comprehend the items of the questionnaire and hence respond appropriately. Further, majority of customers were domestic power customers than commercial customers

and majority had been KPLC customers for over 4 years. Such customers had experience on providing data on matters of service quality.

#### 4.2.2 Internal Customers' Demographic Profile

The study first sought to establish the demographic profile of the respondents. This was important because it would be easy to attribute the findings to specific employee features. The demographic characteristics of the employees are summarized in table 4.2.

**Table 4. 2: Internal Customers' demographic characteristics**

<b>Characteristic</b>	<b>Numbers</b>	<b>Percentage</b>
<b>Gender</b>		
Male	63	52.9
Female	56	47.1
<b>Age (years)</b>		
18-30	18	15.1
31-40	52	43.7
41-50	45	37.8
Over 50	4	3.4
<b>Highest education level</b>		
Primary/Secondary	24	20.2
Diploma	32	26.9
Bachelors	56	47.1
Masters and over	7	5.9
<b>Position held</b>		
Senior management	34	28.6
Middle management		
Lower management	57	47.9
Support staff	28	23.5
<b>Department</b>		
Human resource and administration	21	17.6
Finance	23	19.3
ICT	44	36.9
Quality assurance	31	26.1

**Source: Author Research Data, 2012**

From table 4.2, it can be deduced that there is gender balance among employees in KPLC with a total of 63 out of 119 respondents representing 52.9% were males while 56 out of 119 respondents were females representing 47.1%. This fulfils the one third gender rule policy as required by the constitution promulgated in April 2010. Besides, it can be deduced that there was a fair distribution of respondents across age cohorts (although majority were between 31 and 40 years) with a total of 52 out of 119 respondents representing 43.7%, positions held and departments. This distribution of respondents therefore allowed for objectivity in data collection. Consequently, the deductions made from the data collected can be deemed valid.

#### **4.3 Customers' Satisfaction on Quality of service at the Customers' Reception.**

The first objective of this study was to examine the customers' satisfaction as far as reception services were at KPLC offices. Responses were sought from both external and internal customers being served by KPLC in Uasin Gishu County. A five point likert scale was used to rate the responses. The scale that was used was: 1-Very dissatisfied; 2-Disatisfied; 3-Neither Satisfied nor dissatisfied; 4-Satisfied; 5-Very Satisfied. Table 4.3 summarizes the findings of this attribute.

**Table 4. 3: Customers' Satisfaction on Quality of service at the Customer Reception**

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

$$\text{Mean} = (15 \times 1 + 62 \times 2 + 31 \times 3 + 193 \times 4 + 199 \times 5) / 500$$

**Source: Author Research Data, 2012**

From table 4.3, it can be observed that majority (mean 3.970) of the customers were satisfied with the response by KPLC employees in responding to critical incident report. Similarly, majority of the respondents (mean 3.294) were satisfied that the operating hours of KPLC were convenient to a majority of them. However, there were concerns raised by majority of the respondents on unequal treatment of customers as far as following connectivity queue was concerned (Mean, 1.886). Most of the respondents were of the opinion that clients were not served on 'first come first

served' basis as far connectivity was concerned. A dissatisfied customer was quoted as follows:

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

Further, a majority (mean, 2.264) of the respondents expressed dissatisfaction as far as extent to which the feedback from customers is used to improve service standard. A mean of (3.662) representing 373 respondents were satisfied that the physical layout of equipment and other furnishings are comfortable for customers to interact with employees. A total of 265 respondents ( mean 2.962) were satisfied that KPLC customers realize their unexpressed needs by being provided with humane service.

This scenario prompted a responded to indicate as follows:

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

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

Ladhari, 2008 and Varma, 2015 resonate with these authors by indicating that service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (The relevance of service quality to companies is emphasized here

especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction. Ghylin *et al.*, (2008) further points out that, by defining service quality, companies will be able to deliver services with higher quality level presumably resulting in increased customer satisfaction.

#### 4.4 Customers' Satisfaction of Customer Education Services.

The second objective of this study was to assess the nature of customer education services by KPLC. Responses for this objective were sought from both internal and external customers. The responses were ranked basing on the following scale: 1-Very dissatisfied; 2-Disatisfied; 3-Neither Satisfied nor dissatisfied; 4-Satisfied; 5-Very Satisfied. A summary of the responses that were obtained from the customers are summarized in table 4.4.

**Table 4. 4: Customers' satisfaction of Customer Education Services**

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

$$\text{Mean} = (40 \times 1 + 56 \times 2 + 42 \times 3 + 150 \times 4 + 212 \times 5) / 500$$

**Source: Author Research Data, 2012**

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

All the attributes of customer education that were measured had a mean of more than

3.5. An aggregate mean of 4.027 on the given scale is indicative of customers who are satisfied with customer education services. A total of 362 respondents (mean 4.308) were satisfied that there are visually appealing signs, symbols, advertisement boards, pamphlets and other artifacts in the organization. At the same time, a total of 359 respondents (mean 4.120) were satisfied that KPLC keeps customers informed about when particular services will be performed. While, 369 respondents (mean 3.764) were satisfied that KPLC keeps customers informed through media. Additionally, 369 respondents (mean 3.916) were satisfied that KPLC provides published leaflets that are informative of services provided/ public participation in order to get customers' views. However, some customers raised a few concerns over provision of customer education services. For instance, while commenting on what KPLC needs to do to ensure efficient dissemination of information, a customer indicated as follows:

“KPLC needs to establish the ‘mashinani’ agent offices like the way Equity bank does...this way, customers in remote areas can still access any information without having to struggle to come to town...I don't think KPLC has fared on well on ensuring timely and efficient dissemination of information of their services and intentions...sometimes you just wake up and realize you have no power...they are doing repairs!”

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

Bell, *et al.*, (2005) further reinforce the arguments by indicating that it is important to examine the effect of service quality in conjunction with customer education. Providing educational support requires a better understanding of what to offer customers and in what manner, especially in the service industry.

While investigating the effect of customer education on product usage, Aubert (2012) found that well-educated customers can utilize services more effectively because they understand application more thoroughly and can assess service performance more accurately. Educated customers can perceive and appreciate “technical and functional services” as they experience them during the service process. Well-educated customers have the potential for achieving higher levels of satisfaction and a stronger sense of customer loyalty for their service providers. This points to how vital customer education is to a company’s continued positive relationship with its customers/clientele.

#### **4.5 Customers’ Satisfaction of Durability of Materials used**

The third objective of this study entailed analyzing the durability of materials used in distribution of power and its connection between customers’ satisfaction by KPLC. Like the other attributes, responses were gathered from both internal and external customers. Responses were ranked on a five-point Likert scale as follows: 1-Very dissatisfied; 2-Disatisfied; 3-Neither Satisfied nor dissatisfied; 4-Satisfied; 5-Very Satisfied. A summary of the responses that were obtained from the customers are summarized in table 4.5.



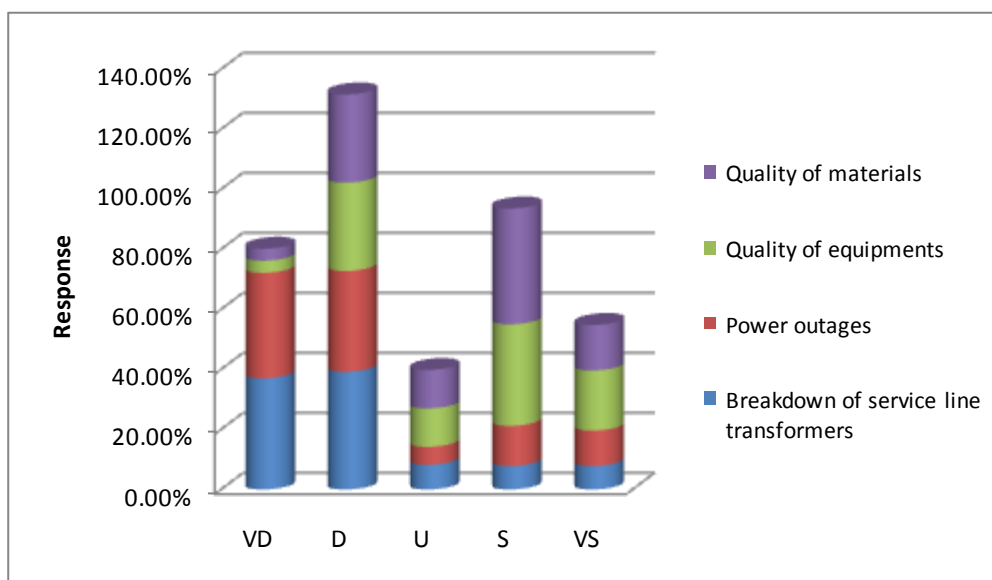
**Table 4. 5: Customers' Satisfaction of Durability of Materials used**

Variables	1	2	3	4	5	Mean
1. There are frequent breakdown of service line transformers	187	196	42	36	39	2.088
2. Frequent power outages are worrying	176	168	30	67	59	2.330
3. KPLC tends to use substandard equipment	20	147	64	169	100	3.364
4. KPLC tends to use substandard materials	20	147	64	193	76	3.316
<b>Aggregate mean</b>						<b>2.775</b>

$$\text{Mean} = (187 \times 1 + 196 \times 2 + 42 \times 3 + 36 \times 4 + 39 \times 5) / 500$$

**Source: Author Research Data, 2012.**

For purposes of clarity, these responses have been illustrated in Figure 4.1.



*VD-Very Dissatisfied; D-Dissatisfied; U-Neither Satisfied nor Dissatisfied; S-Satisfied; VS-Very Satisfied*

**Figure 4. 1: Customers' satisfaction of Durability of Materials used**

**Source: Author Research Data, 2012**

Responses on this attribute generally indicated that customers were dissatisfied with the durability of materials used by KPLC in the supply of power. This is indicated by the aggregate mean value of 2.775. On the scale provided, this value falls between

dissatisfied and neither satisfied or dissatisfied. For instance, most customers observed that frequent breakdown of line transformers was a common phenomenon and therefore were dissatisfied with this component of service delivery (mean, 2.088). Similarly, most customers (mean, 2.330) were worried with the frequent power outages. A mean of 3.364 representing 269 respondents were satisfied that KPLC tends to use substandard equipment. Also, 269 respondents (mean 3.316) were satisfied that KPLC tends to use substandard materials.

Commenting on the durability of materials used by KPLC in service delivery of power transmission, a dissatisfied customer opined as follows:

“...I honestly do not understand why a company like KPLC which enjoys all the monopoly should have problems with transformers that keep breaking down or frequent power outages...this is just a case of poor quality transformers....”

While resonating with the sentiments of the customers as presented in table 4.5, Stevenson (2007) avers that customer focus is one of the eight quality management principles that form the basis of the latest version of ISO 9000). The TQM approach supports the fact that TQM is customer focused: find out what the customer wants; design a product or service that meets or exceeds customer wants; design processes that facilitates doing the job right the first time; keep track of results and extend these concepts to suppliers. It is by ensuring that the quality of materials and equipments used in power supply is appropriate that KPLC can claim to be customer focus.

Buttressing this argument is Himanshu (2009) who argues that focusing on both internal and external customers' needs or understanding the customers is the driving force behind TQM schemes. The author classifies quality function deployment (QFD) as a critical customer attributes' identification tool, that links customer attributes and

design parameters. This is described by Stevenson (2007) as a philosophy of seeking improvement to all factors related to the process of transforming inputs into outputs on an ongoing basis, putting quality of the output into consideration.

#### **4.6 Customers' Satisfaction of Effectiveness of Power Supply & feedback.**

While discussing the influence of TQM policy of service delivery on customers' satisfaction, the study further sought to evaluate the effectiveness of power supply by KPLC and its relationship to customers' feedback. Like the other attributes, the responses for this objective were sourced from both internal and external customers. The responses were ranked on a five point Likert scale as follows: 1-Very dissatisfied; 2-Disatisfied; 3-Neither Satisfied nor dissatisfied; 4-Satisfied; 5-Very Satisfied. A summary of the responses that were obtained from the customers are summarized in table 4.6.

**Table 4. 6: Customers' satisfaction of Effectiveness of Power supply & feedback.**

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
1. There are long queues experienced when paying power bills	187	196	42	36	39	2.088
2. The operating hours are convenient	64	76	34	167	159	3.562
3. The operating days are convenient	22	79	14	285	100	3.724
4. KPLC do provide services at the promised time	112	347	04	23	14	3.316
5. KPLC have a simplified and structured delivery processes without any hustles or excessive bureaucracy	103	298	12	47	40	1.960
6. KPLC have enhanced technological capability (communication, networking of operations etc.) to service customers more effectively	187	196	42	36	39	2.088
7. KPLC has a branch/ alternative locations convenient to all sections of the society to pay bills	97	202	0	101	100	2.608
8. KPLC staff are indifferent for good customer service delivery	11	56	43	290	100	3.824
<b>Aggregate mean</b>						<b>2.896</b>

$$\text{Mean} = (187 \times 1 + 196 \times 2 + 42 \times 3 + 36 \times 4 + 39 \times 5) / 500.$$

**Source: Author Research Data, 2012.**

From the analysis in table 4.6, it can be deduced that majority (aggregate mean, 2.896) of the customers were dissatisfied with the effectiveness of power supply by KPLC. Half of the items that were used to measure effectiveness of power supply scored less than three on the Likert scale employed. Of significance to note is the fact that majority of the customers (mean, 1.960) were dissatisfied with the fact that KPLC had a simplified and structured delivery process that has no hustles or excessive

bureaucracy. The response for this item points to the fact that KPLC has not simplified its service delivery. This therefore has impeded on effectiveness of power supply to its clientele.

Besides, 383 respondents (mean, 2.088) observed that there were long queues experienced when paying power bills. Suggesting on what KPLC needs to do to avert such scenarios that impede on effectiveness of power supply, a respondent indicated that:

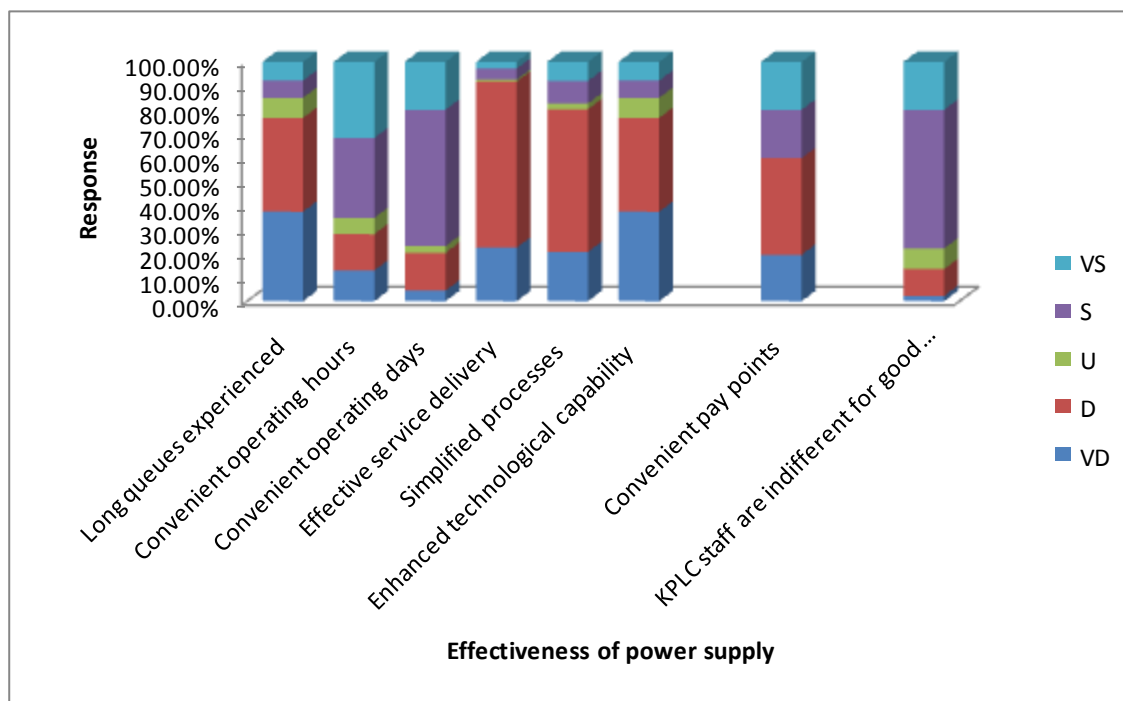
“...KPLC should set up several pay points in the estates, in major streets, in banks and many more areas. This way, we do not have to waste our time queuing unnecessarily in a bid to pay our bills...paying bills should be a simple exercise!”

Notably, 326 respondents (mean, 3.562) were satisfied that KPLC has convenient operating hours. While, 385 respondents (mean, 3.725) were satisfied that KPLC has convenient operating days.

A total of 459 respondents (mean, 3.316) were dissatisfied that KPLC does not provide services at the promised time. A high number of 383 respondents (mean, 2.088) were also dissatisfied that KPLC have enhanced technological capability (communication, networking of operations etc.) to service customers more effectively.

Additionally, 299 respondents (mean, 2.608) were dissatisfied that KPLC has a branch/ alternative locations convenient to all sections of the society to pay bills. Interestingly 390 respondents ( mean, 3.824) were satisfied that KPLC staff are indifferent for good customer service delivery.

For purposes of representing this analysis clearly, Figure 4.2 is used to illustrate the information.



**Figure 4. 2: Effectiveness of power supply**

**Source: Author Research Data, 2012**

#### **4.7 Customers' Satisfaction of Response to Critical incidences Raised.**

This was the fifth objective of the study. Responses for this item were sourced from the customers' Questionnaire. The customers' respondents were asked to rate items based on KPLC's response to critical incidences using a five-point Likert scale (1= Very Dissatisfied; 2 = Dissatisfied; 3 = Neither Satisfied nor Dissatisfied; 4= Satisfied; 5 = Very Satisfied). A summary of the findings are presented in table 4.7.

**Table 4. 7: Customers' satisfaction of Responses to Critical incidences Raised.**

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
1. Response by the KPLC employees to restore emergencies to normalcy is slow	21	112	32	116	100	3.425
2. Willingness to respond to customers/readiness to respond to customer's request is slow	24	131	21	115	90	3.304
3. A sense of public responsibility, among employees i.e. in terms of being punctual, regular, sincere and without soliciting for inducements (bribes) is wanting	0	12	13	211	145	4.283
4. KPLC employees have a sense of courtesy while attending to customers request/complains	33	171	23	98	56	2.929
<b>Aggregate mean</b>						<b>3.485</b>

$$\text{Mean} = (21 \times 1 + 112 \times 2 + 32 \times 3 + 116 \times 4 + 100 \times 5) / 381$$

**Source: Author Research Data, 2012**

It can be observed from table 4.7 that the satisfaction of customers on response of KPLC on attending to critical incidences is generally negative. A high number of 356 customers (mean, 4.283) were dissatisfied with employees' sense of public responsibility (mean, 4.283). Also, majority of the customers' respondents claimed that some of KPLC employees were not regular, insincere and solicited for inducements in order to render customers their needed services. However, a total of 204 customers (mean, 2.929) were dissatisfied that KPLC employees have a sense of courtesy while attending to customers' requests/complaints. Besides, a significant proportion (mean, 3.425) of the respondents indicated that the response by KPLC employees to restore normalcy after an emergency is normally low. When asked during the interviews to indicate how long on average it takes to respond to emergencies, a senior management employee responded as follows:

“...Well, ordinarily it should take us a few minutes to a few hours depending on the nature of the emergency...however, some places are inaccessible and therefore we sometimes take long to respond...we are working on building our capacity and raising our employee base so we can attend to our clientele better...”

This response to some extent indicates that the management was acknowledging that there was a challenge in timely response to emergencies in the region.

Further, majority of the respondents (mean, 3.304) were unhappy with the willingness and readiness of some of KPLC employees to respond to their requests. To validate these claims, again another employee in senior management was asked during the interviews to indicate how KPLC employees respond to customers' complaints. This respondent presented the following response:

“Our customer care service providers are well trained to handle our customers with decorum...we have placed suggestion boxes in our offices for any customer who feels he she was not well attended to, to present the case in writing. Occasionally we get such complaints and act on them...however, there could be some customers who do not respond and leave unsatisfied...we may not be able to help in such cases....”

The opinion of another employee of senior rank was also sought on how customers' complaints are attended to, once reported. The respondent averred as follows:

“...In the first instance, complaints and problems are generally raised to first-line managers in person or by telephone. A substantial responsibility thus falls on the first line managers to represent the organization and act in a fair and professional manner towards the complaint. The most important thing to do is make sure the customer knows that the complaint is being taken seriously and that efforts will be made to find a solution....”

From these responses, it was clear that either the customer respondents who had reservations about how their issues are handled do not report to the management or unaware that they can do so through the suggestion boxes. The buck again stops with the management on matters educating their clientele on how to report complaints.



Wicks and Roethlein (2009) opine that organizations that consistently satisfy their customers enjoy higher retention levels and greater profitability due to increased customers' loyalty. It is therefore vital to keep consumers satisfied and this can be done in different ways. One way is by trying to know customers' expectations and perceptions of services offered by service providers. In this way, service quality could be assessed and thereby evaluating customer satisfaction. In this study, the researcher used customers to evaluate service quality by considering several important quality attributes at KPLC. Organizations must therefore take improvement actions on the attributes that have a lower satisfaction level.

#### **4.8 Managements' view of Customers' Satisfaction Complaints**

In order to validate or invalidate the responses of the customers, line managers were requested to provide additional data on the complaints of customers as far as customer satisfaction was concerned. There were 19 line managers who provided their responses. The first section of sourcing for the management's views constituted items on TQM as illustrated in table 4.8.

##### **4.8.1 Management's views on TQM**

**Table 4. 8: Management's views on TQM**

<b>Statement</b>	<b>Yes</b>	<b>No</b>
a) Does KPLC have a TQM Policy?	19	0
b) If yes, does the TQM policy include a section on customer satisfaction?	19	0
c) Do you have a role to play in customer satisfaction?	19	0
d) Do you think some changes are necessary in the company's customer satisfaction policy?	11	08

**Source: Author Research Data, 2012.**

From table 4.8, it is clear that 100% of the managers (19 respondents) agreed that KPLC has a TQM policy which incorporates customer satisfaction components. Further, all the managers confirmed that they have a role to play in customer satisfaction. However, some line managers (11; 57.9%) were of the opinion that some changes were necessary in the company's customer satisfaction policy if quality of service delivery was to be enhanced with only 8 (42.1%) said that some changes are not necessary in the company's customers satisfaction policy. Majority of the line managers who indicated that changes were necessary mainly observed the need to effectively handle customers' complaints as and when they occur.

A line manager suggested that:

“A system that logs time a complaint is made, when it is resolved and the total time taken to respond to the complaint should be lodged. This will make the personnel more vigilant and hence service delivery at the company will improve.”

The second section in seeking management's views on customers' satisfaction complaints entailed asking the line managers and employees, using a Likert scale as indicated. 1= Strongly Disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4= Agree; 5 = strongly agree. table 4.9 presents a summary of the management's views.

#### 4.8.2 Management's views of customers' satisfaction complaints

**Table 4. 9: Management's views of customer complaints**

<b>Dimension of complaint</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
1. Service not delivered.	25	78	10	4	2	1.798
2. Service not adequately delivered.	14	54	14	20	17	1.840
3. Too slow to respond to emergencies.	25	78	10	4	2	1.798
4. Too slow in response to critical incidence reports.	3	67	21	21	7	2.546
5. Costs of service delivery are too high.	9	91	12	4	3	2.168
6. Indifferent personnel.	34	82	3	0	0	1.739
7. Discourteous staff.	34	82	3	0	0	1.739
8. Inadequate personnel that slows down queuing cycle time) e.g. paying bills, getting power supply/ connection.	3	54	13	40	9	2.983
9. Poor scheduling of staff e.g. tellers at counters	34	64	3	12	6	2.092
10. Frequent breakdown of service line transformers.	2	46	8	43	20	3.277
11. Frequent power outages.	1	2	4	62	50	4.328
12. Use of substandard equipment.	1	12	8	48	50	4.126
13. Overestimated bills.	1	12	8	48	50	4.126
14. Poor scheduling of service delivery.	1	7	5	51	55	4.277
<b>Aggregate mean</b>						<b>2.774</b>

$$\text{Mean} = (25 \times 1 + 78 \times 2 + 10 \times 3 + 4 \times 4 + 2 \times 5) / 119.$$

**Source: Author Research Data, 2012**

From table 4.9, it can be deduced that the line managers agree with the sentiments raised by the customers as far as customers' satisfaction is concerned in the areas of: frequent breakdown of service line transformers; frequent power outages; use of substandard equipment; overestimated bills; and poor scheduling of service delivery.

An aggregate mean of 2.774 is indicative of the fact that there are attributes of customers' satisfaction whose delivery was still wanting. Line managers (63; mean 3.277) agreed that there were frequent breakdown of service line transformers. A total of 112 ( mean, 4.528) line managers also agreed that KPLC experienced frequent

power outage with, 98 line managers (mean, 4.126) agreed that KPLC use substandard equipment. Overestimated bills were also confirmed by a total of 98 (mean, 4.126) line managers. While, 106 managers agreed that there was poor scheduling of service delivery within KPLC.

However, a greater number of line managers disagreed with the sentiments raised by customers in the areas service not delivered; service not adequately delivered; too slow to respond to emergencies; too slow in response incidences reports; costs of service delivery are too high; indifferent personnel; discourteous staff; inadequate personnel that slows down queuing cycle time e.g. paying bills, getting power supply /connection; and poor scheduling of staff e.g. tellers at counters.

These were revealed as follows: a total of 103 out of 119 line managers ( mean, 1.798) disagreed that service was never delivered, while 68 (mean, 1.840) line managers disagreed that service delivery was inadequate. On response to emergencies, 103 line managers (mean, 1.798) disagreed that KPLC response was too slow. Additionally, 70 line managers ( mean, 2.546) disagreed that response to critical incidences reported was too slow. Further, a total 99 line managers (mean, 2.168) disagreed that KPLC costs service delivery was too high. Line managers ( 116: mean 1.739) disagreed that KPLC personnel/ staff were both indifferent and discourteous. Averagely, 57 (mean, 2.983) line managers disagreed that KPLC inadequate personnel slowed down queuing cycl time e.g. paying bills, getting power supply/connection. Finally, a total of 98 line managers (mean, 2.092) disagreed that KPLC has poor scheduling of staff e.g. tellers at counters.

#### 4.9 Respondents of Customers' Satisfaction Ratings

Respondents were asked to rate their level of satisfaction of service delivery quality at KPLC Uasin Gishu County against 26 variables. The instrument was a self-scoring customers' satisfaction questionnaire in which responses to each of the 26 items were rated using a 5-point Likert type scale with anchors leveled: 1= Very dissatisfied; 2 = Dissatisfied; 3 = Neither Satisfied nor Dissatisfied; 4= Satisfied; 5 = Very satisfied. The Results of these ratings are presented in table 4.10 below.

##### 4.9.1 Ratings of Customers' Satisfaction

**Table 4. 10: Ratings of Customers' Reception.**

Dimension of Service Provision	Respondents' Rating Percentage (%)				
	1	2	3	4	5
<b>Customer Reception</b>					
1. Response by the KPLC employees to respond to a critical incident report	15 (3%)	62 (12.4%)	31 (6.2%)	193 (38.6%)	199 (39.8%)
2. Convenient operating hours	46 (9.2%)	90 (18%)	56 (11.2%)	287 (57.4%)	21 (4.2%)
3. Equal treatment of customers; no queue jumping in connectivity	164 (32.8%)	273 (54.6%)	29 (5.8%)	34 (6.8%)	0
4. Extent to which the feedback from customers is used to improve service standard	91 (18.2%)	280 (56%)	38 (7.6%)	88 (17.6%)	3 (0.6%)
5. Physical layout of equipment and other furnishings that are comfortable for customers to interact with employees	40 (8%)	56 (11.2%)	31 (6.2%)	279 (55.8%)	94 (18.8%)
6. Making customers realize their unexpressed needs by providing service as humanly as possible	100 (20%)	107 (21.4%)	28 (5.6%)	242 (48.4%)	23 (4.6%)

**Source: Author Research Data, 2012**

The results in table 4.10 indicates rating of customers' satisfaction of customers reception that 392 (78.4%) of the respondents were satisfied with the statement that response by the KPLC employees to respond to a critical incident report and 77 (15.4%) were dissatisfied with the response by the KPLC employees to respond to a critical incident report and minimal of 31 (6.2%) were neither satisfied nor dissatisfied . 308 (61.6%) of the respondents were satisfied with the statement that KPLC has convenient operating hours with 136 ( 27.2%) respondents dissatisfied and another 56 (11.2%) neither satisfied nor dissatisfied. 373 (74.6%) of the respondents were satisfied that KPLC has physical layout of equipment and other furnishings that are comfortable for customers to interact with employees while 265 (53%) respondents were satisfied with the statement that KPLC is making customers realize their unexpressed needs by providing service as humanly as possible.

In addition, 437 ( 87.4%) of the respondents were very dissatisfied with the statement that KPLC has equal treatment of customers; no queue jumping in connectivity and another 371 (74.2%) were dissatisfied with extent to which the feedback from customers is used to improve service standard by KPLC. 207 ( 41.4%) were dissatisfied with the statement that KPLC is making customers realize their unexpressed needs by providing service as humanly as possible. It can be observed that a total of 213 ( 42.6%) of the respondents out of 500 were neither satisfied nor dissatisfied with all the attributes statements from number 1-6 in table 4.10.

#### 4.9.2 Ratings of Customers' Education Services

**Table 4. 11: Customers' Education Services**

Dimension of Service Provision	Respondents' Rating Percentage (%)				
	1	2	3	4	5
<b>Customers' Education Services</b>					
1. There are visually appealing signs, symbols, advertisement boards, pamphlets and other artifacts in the organization.	40 (8%)	56 (11.2%)	42 (8.4%)	150 (30%)	212 (42.4%)
2. KPLC keeps customers informed about when particular services will be performed	43 (8.6%)	68 (13.6%)	30 (6%)	244 (48.8%)	115 (23%)
3. KPLC keeps customers informed through the media	20 (4%)	47 (9.4%)	64 (12.8%)	269 (53.8%)	100 (20%)
4. KPLC provides published leaflets that are informative of services provided/public participation in order to get customers' views	20 (4%)	47 (9.4%)	64 (12.8%)	193 (38.6%)	176 (35.2%)

**Source: Author Research Data, 2012**

The results in table 4.11 indicate rating of customers' satisfaction of customers education services that 362 (72.4%) were satisfied that there are visually appealing signs, symbols, advertisement boards, pamphlets and other artifacts in the organization with 96 (19.2%) were dissatisfied and 42 (8.4%) of the respondents were neither Satisfied nor dissatisfied. 359 (71.8%) were satisfied that KPLC keeps customers informed about when particular services will be performed, 111(22%) satisfied were and 30 (6%) were neither Satisfied nor dissatisfied. 369 (73.8%) were satisfied that KPLC keeps customers informed through the media, 67(13.4%) were dissatisfied and 64 (12.8%) were neither Satisfied nor dissatisfied. 369 (73.8%) were satisfied that KPLC provides published leaflets that are informative of services

provided/public participation in order to get customers' views, 67 (13.4%) were dissatisfied and 64 (12.8%) were neither Satisfied nor dissatisfied.

The results in all attributes indicates that customers were satisfied with education services being offered by KPLC. The respondents also shared the same sentiments in percentage ratings and number of the respondents of being very dissatisfied 20 (4%), dissatisfied 47 (9.4%), neither Satisfied nor dissatisfied 64 (12.8%) from number 3-4 of customers' education services offered by KPLC.

#### 4.9.3 Rating of durability of materials used

**Table 4. 12: Durability of Material used**

Dimension of Service Provision	Respondents' Rating Percentage (%)				
	1	2	3	4	5
<b>Durability of Material used</b>					
1. There are frequent breakdown of service line transformers	187 (37.4%)	196 (39.2%)	42 (8.4%)	36 (7.2%)	39 (7.8%)
2. Frequent power outages are worrying	176 (35.2%)	168 (33.6%)	30 (6%)	67 (13.4%)	59 (11.8%)
3. KPLC tends to use substandard equipment	20 (4%)	147 (29.4%)	64 (12.8%)	169 (33.8%)	100 (20%)
4. KPLC tends to use substandard materials	20 (4%)	147 (29.4%)	64 (12.8%)	193 (38.6%)	76 (15.2%)

**Source: Author Research Data, 2012**



The results in table 4.12 indicates that 383 (76.6%) of the respondents were dissatisfied with the statement that there are frequent breakdown of service line transformers with 75 (15%) were Satisfied and 42(8.4%) neither Satisfied nor dissatisfied. 344 ( 68.8%) were dissatisfied that frequent power outages are worrying and only 126 (25.2%) were satisfied with statement that frequent power outages are worrying. A total of 269 ( 53.8%) respondents were satisfied that KPLC tends to use substandard equipment. Also, 269 (53.8%) respondents were satisfied that KPLC tends to use substandard materials. It can be noted that most customers observed that the frequent breakdown of service line transformers was a common phenomenon and therefore, were dissatisfied with this component of service delivery 383 (76.6%). Similarly, more customers were worried frequent power outages 344 ( 68.8%)

#### 4.9.4 Rating of Effectiveness of Power Supply

**Table 4. 13 Effectiveness of Power Supply**

Dimension of Service Provision	Respondents' Rating Percentage (%)				
	1	2	3	4	5
<b>Effectiveness of Power Supply</b>					
1. There are long queues experienced when paying power bills	187 (37.4%)	196 (39.2%)	42 (8.4%)	36 (7.2%)	39 (7.8%)
2. The operating hours are convenient	64 (12.8%)	76 (15.2%)	34 (6.8%)	167 (33.4%)	159 (31.8%)
3. The operating days are convenient	22 (4.4%)	79 (15.8%)	14 (2.8%)	285 (57%)	100 (20%)
4. KPLC do provide services at the promised time	112 (22.4%)	347 (69.4%)	04 (0.8%)	23 (4.6%)	14 (2.8%)
5. KPLC have a simplified and structured delivery processes without any hustles or excessive bureaucracy	103 (20.6%)	298 (59.6%)	12 (2.4%)	47 (9.4%)	40 (8%)
6. KPLC have enhanced technological capability (communication, networking of operations etc) to service customers more effectively	187 (37.4%)	196 (39.2%)	42 (8.4%)	36 (7.2%)	39 (7.8%)
7. KPLC has a branch/ alternative locations convenient to all sections of the society to pay bills	97 (19.4%)	202 (40.4%)	0	101 (20.2%)	100 (20%)
8. KPLC staff are indifferent for good customer service delivery	11 (2.2%)	56 (11.2%)	43 (8.6%)	290 (58%)	100 (20%)

**Source: Author Research Data, 2012**

The results in table 4.13 indicates 383 (76.6%) customers were dissatisfied with the long queues experienced when paying power bills. 459 (91.8%) customers were dissatisfied that KPLC do provide services at the promised time. 401 (80.2%) customers were dissatisfied that KPLC have a simplified and structured delivery processes without any hustles or excessive bureaucracy. 383 (76.6%) customers

were dissatisfied that KPLC have enhanced technological capability (communication, networking of operations etc) to service customers more effectively. 299 ( 59.8%) customers were dissatisfied that KPLC has a branch/ alternative locations convenient to all sections of the society to pay bills.

Additionally, 326 (65.2%) customers were satisfied that the operating hour are convenient. Also, 385 (77%) customers were satisfied that the operating days are convenient and 390 (78%) customers were satisfied that KPLC staff are indifferent for good customer service delivery.

It can be deduced that majority of the customers were dissatisfied with the effectiveness of power supply by KPLC. Of significance to note is the fact that majority of the customers 401 (80.2%) were dissatisfied with the fact that KPLC had a simplified and structured delivery process that has no hustles or excessive bureaucracy. The response for this item points to the fact that KPLC has not simplified its service delivery. This therefore has impeded on effectiveness of power supply to its clientele.

#### 4.9.5 Responses to Critical Incidences

**Table 4. 14: Responses to Critical Incidences**

Dimension of Service Provision	Respondents' Rating Percentage (%)				
	1	2	3	4	5
<b>Responses to Critical Incidences</b>					
1. Response by the KPLC employees to restore emergencies to normalcy is slow	21 (5.5%)	112 (29.4%)	32 (8.4%)	116 (30.45%)	100 (26.25%)
2. Willingness to respond to customers/readiness to respond to customer's request is slow	24 (6.3%)	131 (34.4%)	21 (5.5%)	115 (30.2%)	90 (23.6%)
3. A sense of public responsibility, among employees i.e. in terms of being punctual, regular, sincere and without soliciting for inducements (bribes) is wanting	0	12 (3.1%)	13 (3.4%)	211 (55.4%)	145 (38.1%)
4. KPLC employees have a sense of courtesy while attending to customers request/complains	33 (8.7%)	171 (44.9%)	23 (6%)	98 (25.7%)	56 (14.7%)

**Source: Author Research Data, 2012**

The results in table 4.14 indicates 356 (93.5%) customers were very dissatisfied with the KPLC's employees sense of public responsibility, in terms of being punctual, regular, sincere and without soliciting for inducements (bribes) is wanting. 216 (56.7%) customers were dissatisfied with response by the KPLC employees to restore emergencies to normalcy is slow. 204 (53.6%) customers were dissatisfied with KPLC employees have a sense of courtesy while attending to customers request/complains while a total of 205 (53.8%) were dissatisfied with the KPLC employees willingness to respond to customers/readiness to respond to customer's request is slow.

It can be observed that the satisfaction of customers on response of KPLC on attending to critical incidences is generally negative. A high number of 356 (93.5%) customers were dissatisfied with employees' sense of public responsibility. Also, majority of the customers' respondents claimed that some of KPLC employees were not regular, insincere and solicited. Besides, a significant proportion (216 (56.7%) of the respondents indicated that the response by KPLC employees to restore normalcy after an emergency is normally low. Further, majority of the respondents 205 (53.8%) were unhappy with the willingness and readiness of some of KPLC employees to respond to their requests.

#### **4.10 Ratings of Management's views of customers' satisfaction**

Management's views was sought on various aspects of complaints about service quality raised by KPLC customers. A self-scoring questionnaire in which responses to each of the items were rated using a 5-point Likert scale as indicated. 1= Strongly Disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4= Agree; 5 = strongly agree.

**Table 4. 15: Management’s views Ratings of customers’ complaints**

Dimension of complaint	Respondents’ Rating				
	1	2	3	4	5
1. Service not delivered.	25 (21%)	78 (65.5%)	10 (8.4%)	4 (3.4%)	2 (1.7%)
2. Service not adequately delivered.	14 (12%)	54 (45%)	14 (12%)	20 (17%)	17 (14%)
3. Too slow to respond to emergencies.	25 (21%)	78 (65.5%)	10 (8.4%)	4 (3.4%)	2 (1.7%)
4. Too slow in response to critical incidence reports.	3 (2.5%)	67 (56.3%)	21 (17.6%)	21 (17.6%)	7 (6%)
5. Costs of service delivery are too high.	9 (7.6%)	91 (76.5%)	12 (10.1%)	4 (3.4%)	3 (2.5%)
6. Indifferent personnel.	34 (28.6%)	82 (68.9%)	3 (2.5%)	0	0
7. Discourteous staff.	34 (28.6%)	82 (68.9%)	3 (2.5%)	0	0
8. Inadequate personnel that slows down queuing cycle time) e.g. paying bills, getting power supply/ connection.	3 (2.5%)	54 (45.4%)	13 (10.9%)	40 (33.6%)	9 (7.6%)
9. Poor scheduling of staff e.g. tellers at counters	34 (28.6%)	64 (53.8%)	3 (2.5%)	12 (10.1%)	6 (5.0%)
10. Frequent breakdown of service line transformers.	2 (1.7%)	46 (38.7%)	8 (6.7%)	43 (36.1%)	20 (16.8%)
11. Frequent power outages.	1 (0.8%)	2 (1.7%)	4 (3.4%)	62 (52.1%)	50 (42%)
12. Use of substandard equipment.	1 (0.8%)	12(10.1%)	8(6.7%)	48(40.3%)	50(42%)
13. Overestimated bills.	1 (0.8%)	12 (10.1%)	8 (6.7%)	48 (40.3%)	50 (42%)
14. Poor scheduling of service delivery.	1 (0.8%)	7 (5.9%)	5 (4.2%)	51 (42.9%)	55 (46.2%)

**Source: Author Research Data, 2012**

As depicted in the table 4.15, Management’s views Ratings of customers’ complaints.: 63 (52.9%) line managers agreed that there were frequent breakdown of service line transformers, 112 (94.1%) line managers agreed that KPLC experienced frequent power outage with 98 (82.3%) line managers agreed that KPLC use substandard equipmen, 98 (82.3%) line managers agreed on overestimated bills by

KPLC and 106 ( 89.1%) .managers agreed that there was poor scheduling of service delivery within KPLC.

However, a greater number of line managers disagreed with the sentiments raised by customers as follows: 103 (86.5%) out of 119 line managers disagreed that service was never delivered, while 68 (57%) line mangers disagreed that service delivery was inadequate. On response to emergencies , 103 (86.5%) line managers disagreed that KPLC response was too slow and 70 (58.8%) line managers disagreed that response to critical incidences reported was too slow.

Further, 99(84.1%) line managers disagreed that KPLC costs sevice delivery was too high. 116 (97.5%) line managers disagreed that KPLC personnel/ staff were both indifferent and discourteous. Averagely, 57 (47.9%) line managers disagreed that KPLC inadequate personnel slowed down queuing cycl time e.g. paying bills, getting power supply/connection and a total of 98(82.4%) line managers disagreed that KPLC has poor scheduling of staff e.g. tellers at counters.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents a summary of the findings, discussion of the findings, conclusion of the study and recommendations for further research.

#### 5.2 Summary

The first objective the study was to examine the quality of Customers' Satisfaction of Reception. Responses for this component of the study were sourced from the customers. The responses were ranked basing on the following scale: 1= Very Dissatisfied; 2 = Dissatisfied; 3 = Neither Satisfied nor Dissatisfied; 4= Satisfied; 5 = Very Satisfied. Majority (mean, 2.921) of the customers were affirmative that employees of KPLC were courteous while serving them. Similarly, majority of the respondents (mean 2.976) were in agreement that the operating hours of KPLC were convenient to a majority of them. However, there were concerns raised majority of the respondents on unequal treatment of customers as far as following connectivity queue was concerned (Mean, 4.469). Most of the respondents were of the opinion that clients were not served on 'first come first served' basis as far connectivity was concerned.

Further, majority (mean, 3.701) of the respondents expressed dissatisfaction as far as the long queues in the banking hall are concerned. An aggregate mean of 3.517 for the variables of customer perceptions is indicative of a general negative perception of customers on how they are received and perhaps attended to by KPLC employees.



The assessment of the nature of Customer Education Services being provided by KPLC was the second objective to the study. Responses for this objective were sought from the external customers and the employees. The middle level, lower level and support staff were presented with questionnaires to respond to items on this objective. The responses were ranked basing on the following scale: 1= Very Dissatisfied; 2 = Dissatisfied; 3 = Neither Satisfied nor Dissatisfied; 4= Satisfied; 5 = Very Satisfied. Customers seemed to be satisfied with the provision of customer education services offered by KPLC. All the attributes of customer education that were measured had a mean of less than 2.5 except the one that tested whether KPLC provided published leaflets that are informative of services provided (mean, 3.071).

With an aggregate mean of 2.494, it can be deduced that customer education services were being provided at KPLC albeit moderately. Employees too were asked to indicate the extent to which they thought KPLC was providing customer education services of its products and services. The employees were required to rank the extent of customer service provision based on the following scale: slight extent, moderate extent, quite abit, total extent. In what appeared to be a collaboration of what the customers indicated, majority (78, 65.3%) of the employees indicated that the customer education services were being provided moderately. Those who were of the opinion that the services were being provided totally were few (15).

The extent of durability of materials used in the distribution power supply was the third objective. This was used to analyze the level of Customers' Satisfaction of Durability of Materials used by KPLC in transmitting electricity to the customers. Majority of the customers believed that the equipment and materials employed by KPLC in supplying power were of good quality.

Customer Satisfaction of Effectiveness of Power Supply and its relationship to customers' feedback was the fourth objective to the study. Although some of the respondents were satisfied with some of the attributes testing this component, majority of the customers were dissatisfied with effectiveness of power supply. For instance majority of the respondents were dissatisfied with the long queues experienced when paying power bills.

The identification and discussing the nature of responses to critical incidences reported to KPLC by customers by customers was in attainment of the Customers' Satisfaction level was the fifth objective. The highest number of customers was dissatisfied with employees' sense of public responsibility (mean, 4.283). Majority of the customer respondents claimed that some of KPLC employees were not regular, were insincere and solicited for inducements in order to render customers their needed services. Besides, a significant proportion (mean, 3.425) of the respondents indicated that the response by KPLC employees to restore normalcy after an emergency is normally low.

Further, majority of the respondents (mean, 3.304) were unhappy with the willingness and readiness of some of KPLC employees to respond to their requests. In addition, another bunch of customer respondents (mean, 3.016) complained about attention they were being given as far as power connectivity was concerned. They claimed that this process was slow.

From the findings, it was clear that either the customer respondents who had reservations about how their issues are handled do not report to the management or

unaware that they can do so through the suggestion boxes. The buck again stops with the management on matters educating their clientele on how to report complaints.

### **5.3 Conclusion**

Based on the findings of this study, it can be concluded that there exists a strong positive relationship between implementation of the impact of TQM policy of service delivery and customers' satisfaction. Specifically, there exists a positive correlation between TQM policy on service delivery quality on customers' satisfaction achievement and the two dimensions (the core and the relational) of customers' satisfaction.

In other words, organizations which incorporate the core and relational dimensions of service quality in their operational policy are likely to attain higher levels of customer satisfaction within their clientele circles. Customers of such organizations are likely to be satisfied with the services offered. Therefore, it appears that the core and relational dimensions of service quality are important drivers of customers' satisfaction for all customers irrespective of their country of origin or even culture.

### **5.4 Recommendations**

The study recommends that emphasis should be put on the incorporation of the principles of TQM for successful implementation of TQM policy on customers' satisfaction service delivery and for the success of the company. The KPLC should therefore, bring the customers closer in terms of the delivery services of the product for retention of existing customers, should there be a new rival company coming up during this global world competitive economy in the market.

The role of leadership, employee participation and empowerment, planning, training, communication, customer focus, supplier quality management, continual improvement, and organizational culture are apparent for the success of the company in terms of market share, productivity, profitability and overall business performance and KPLC should also take note of the said role of leadership seriously in line with changes required in the world revolution of economy in the market.

The study recommends that the Kenya Power & Lighting Company should establish a strong quality management systems according to the requirement of ISO 9000 effectively, for effective TQM policy of service delivery quality on customers' satisfaction implementation and for the success of the company. Flexibility of the organizational culture will determine the success or failure of TQM policy of service delivery on customers' satisfaction in KPLC. Resistance to change, lack of commitment and cascading the program to the bottom of the pyramid will definitely slow down implementation of TQM policy of service delivery in totality, in Kenya Power & lighting Company (KPLC), Uasin Gishu County, Kenya.

In order to efficiently manage customer complaints, it is of significance to introduce a system that will log in the time a complaint is launched, when it is resolved and the total time taken to respond to the customers' complaint. In short, the employees should be held accountable for customers' complaints, whether directed at the personnel at the reception or the technical people. It is also important to have an improvement of company awareness to raise customers' awareness of the company's products and services. Managers are consequently responsible for either slight or total implementation of the impact of TQM policy on customers' satisfaction. They should therefore provide their sufficient input in order to prevent defects and facilitate

improvement in TQM policy of service delivery on customers' satisfaction implementation.

### **5.5 Suggestions for Further Research**

The study only focused on the impact of TQM policy of service delivery on customers' satisfaction at Kenya Power Company in Uasin Gishu County in selected areas of the research study. The effectiveness of TQM policy of service delivery on customers' satisfaction adoption and extent of implementation in the study was examined, a perspective of from improvement in service delivery, reliability, responsiveness and quality of tangibles. However, other major objectives of service delivery like ensuring transparency, reducing corruption, reducing conflict of interest, reducing cost, balancing of employees ethnicity, impact of Company's contractors and quality of services, if studied in future, research would add more value to studies on TQM policy of service delivery on customers' satisfaction implementation in Kenya Power & Lighting Company (KPLC).

A comparative study can also be carried with an entity from the private sector. This will assist in establishing any similarities and differences that may exist as far as TQM policy of service delivery quality on customers' satisfaction achievement is concerned.

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## APPENDICES

### Appendix 1: Customers' Satisfaction Questionnaire

Dear respondent,

I am a Masters student in Moi University undertaking a study on the Total Quality Management policy of service delivery on customers' satisfaction in KPLC in Uasin Gishu County in selected areas of research study. You have been identified as one of the respondents for this research. You are kindly requested to be honest and exhaustive in filling the questionnaire. Please note that the information given is purely for research purposes and will be treated with utmost confidentiality.

*Please fill in the spaces provided or tick inside the boxes as appropriate.*

#### Section A: Demographic Profile

1. Age.....
  - Gender         Male         Female
2. Highest education level attained
  - Primary/Secondary level
  - Diploma
  - Bachelor's Degree
  - Masters and above
3. Please indicate your type of power supply Domestic       Commercial
4. For how long have you been a KPLC customer? .....
5. Indicate your area of residence .....

#### Section B: Customer Satisfaction

Please indicate the extent to which you are satisfied or dissatisfied with each statement along the following scale. 1= Very dissatisfied; 2 = Dissatisfied; 3 = Neither Satisfied nor Dissatisfied; 4= Satisfied; 5 = Very satisfied

Dimension of service provision	1	2	3	4	5
Reception					
1. Response by the KPLC employees to respond to a critical incident report					
2. Convenient operating hours.					
3. Equal treatment of customers – no queue jumping in connectivity					
4. Extent to which the feedback from customers is used to Improve service standard.					

5. Physical layout of equipment and other furnishings that is comfortable for customers to interact with employees.					
6. Making customers realize their unexpressed needs by providing service as humanely as possible.					
Education services					
7. There are visually appealing signs, symbols, advertisement boards, pamphlets and other artifacts in the organization.					
8. KPLC keep customers informed about when service will be performed.					
9. KPLC Keep customers informed through the media					
10. KPLC do provide published leaflets that are informative of services provided					
Durability of materials used					
11. There are frequent breakdown of service line transformers					
12. Frequent power outages are worrying					
13. KPLC tend to use substandard equipment					
14. KPLC tend to use substandard materials					
Effectiveness of power supply					
15. There are long queue are experienced when paying power bills					
16. The operating hours are convenient					
17. The operating days are convenient.					
18. KPLC do provide services at the promised time.					
19. KPLC have a simplified and structured delivery processes without any hassles or excessive bureaucracy					
20. KPLC have enhanced technological capability (e.g. communication, networking of operations etc) to service customers more effectively.					
21. KPLC have branch / alternative locations convenient to all sections of the society to pay bills.					
22. KPLC staff are indifferent for good customer service delivery					
Responses to critical incidents					
23. Response by the KPLC employees to restore emergencies to Normalcy is slow					
24. Willingness to respond to customers / readiness to respond to customer's request is sloppy					
25. A sense of public responsibility, among employees i.e. in terms of being punctual, regular, sincere and without soliciting for inducements (bribes) is wanting.					
26. KPLC employees have a sense of courtesy while attending to customers request/complains					

**Section C: Customer's Suggestion**

6. Kindly write/indicate general suggestions on service delivery by KPLC/ in your opinion, what do you think should be done by the management of KPLC to ensure efficiency in service delivery?

.....  
.....  
.....  
.....

*Thank you for your cooperation*

## **Appendix 2: Management's View of Customers' Satisfaction Complaints Questionnaire**

### Section A: Total Quality Management (TQM)

a) Does KPLC have a Total Quality Management policy? Yes ( ) No ( )

b) If yes, does the TQM policy include a section on customer satisfaction?

Yes ( ) No ( )

c) Do you have a role to play in customer satisfaction? Yes ( ) No ( )

d) Do you think some changes are necessary in the company's customer satisfaction policy?

Yes ( ) No ( )

e) Kindly outline how the customer complaints are handled in your unit/section/department.

.....  
 .....  
 .....  
 .....

f) What changes would you suggest?

.....  
 .....  
 .....

### **Section B: Aspects of Customer Complaints**



The following statements concern the major aspects of complaints about the quality of service delivery at KPLC Eldoret Office. Please indicate the extent to which you agree or disagree with each statement about various aspects of service quality

complaints raised by your customers along the following 1= Strongly Disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4= Agree; 5 = Strongly agree

Dimension of complaint	1	2	3	4	5
1. Service not delivered.					
2. Service not adequately delivered.					
3. Too slow to respond to emergencies.					
4. Too slow in response to critical incidence reports.					
5. Costs of service delivery are too high.					
6. Indifferent personnel.					
7. Discourteous staff.					
8. Inadequate personnel that slows down queuing (cycle time) e.g. paying bills, getting power supply/ Connection.					
9. Poor scheduling of staff e.g. tellers at counters					
10. Frequent breakdown of service line transformers.					
11. Frequent power outages.					
12. Use of substandard equipment.					
13. Overestimated bills.					
14. Poor scheduling of service delivery.					

*Thank you for your cooperation*

### Appendix 3: Letters of Authority to do Research

**MOI UNIVERSITY**  
**SCHOOL OF ARTS AND SOCIAL SCIENCES**  
**DEPARTMENT OF HISTORY POLITICAL SCIENCE & PUBLIC ADMINISTRATION**

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Tel: (053) 43620	P.o Box 3900
Fax No. (053) 43047	Eldoret
Telex No. MOIVARSITY 35047	Kenya.

11<sup>th</sup> June 2012

Chairman  
 NCST Research Committee  
 MHEST,  
 P.o Box 30623-00100  
 Nairobi.

**SUBJECT: RECOMMENDATION FOR YALA HESBON ONDIEK-  
 SASS/PGPA/01/10**

This is to confirm to you that the above named is an MA student in the Department of History, Political Science & Public Administration, School of Arts and Social Sciences doing Master of Arts in Public Administration and Public Policy. Mr. Yala has finished coursework, and has defended his proposal therefore he is allowed to proceed for field research. He is applying for a Research Permit for that purpose.

Your assistance to him will be highly appreciated to enable him successfully complete his research.

HEAD  
 DEPT OF HISTORY, POLITICAL SCIENCE  
 & PUBLIC ADMINISTRATION

**Dr. Ken Oluoch**  
**FOR: Head, History Political Science & Public Administration**



**The Kenya Power & Lighting  
Co. Ltd.**

The Kenya Power & Lighting Co. Ltd.  
Central Office - P.O. Box 30099 Nairobi, Kenya  
Telephone - 254-20-3201000 - Telegrams 'ELECTRIC'  
Fax No. 254-20-3514485  
Stima Plaza, Kolobot Road



Our Ref: KP1/5BA/42D/AAA/go

9<sup>th</sup> July 2012

Your Ref:

**TO WHOM IT MAY CONCERN**

**RESEARCH APPROVAL – HESBON ONDIEK YALA**

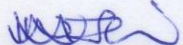
Reference is made to the subject matter mentioned above.

Kindly allow Hesbon Ondiek Yala to carry out a research project in the Company on *“Total quality management policy on customer’s satisfaction on Kenya Power and Lighting Company”*.

This authority notwithstanding, discretion must be exercised in the use of company information including business strategies and policy documents.

The Research Project should also not disrupt normal working hours and Company’s flow of work.

Yours faithfully,  
For: KENYA POWER & LIGHTING CO. LTD.

  
MERCY MUCHIRA  
For: HUMAN RESOURCE DEVELOPMENT MANAGER



**Kenya Power**

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The Kenya Power & Lighting Co. Ltd. - Central Office  
P. O. Box 30099-00100, Nairobi, Kenya  
Telephone - 254-20-3201000  
Fax No. 254-20-3514485  
STIMA PLAZA, KOLOBOT ROAD  
www.kenyapower.co.ke

Our ref:

KP1/5BA/42D/EWO/ls

26<sup>th</sup> May 2016

Your ref:

**TO WHOM IT MAY CONCERN**

**RESEARCH COMPLETION FOR HESBON ONDIEK YALA**

Reference is made to the subject matter mentioned above.

The above named was given approval in July 2012 to undertake his research in the Company on *"Total Quality Management Policy on Customer's Satisfaction on Kenya Power & Lighting Co. Ltd."*.

This is therefore to inform you that he has successfully completed the exercise and gathered the relevant information needed to finalise his research work.

Any Assistance accorded to him will be highly appreciated.


Yours faithfully,  
For: **KENYA POWER & LIGHTING CO. LTD.**

**EDWARD. W. ONONO**  
**FOR: MANAGER, LEARNING & DEVELOPMENT**



## Appendix 4: Research Permits

REPUBLIC OF KENYA



**NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY**

Telephone: 254-020-2213471, 2241349  
254-020-310571, 2213123, 2219420  
Fax: 254-020-318245, 318249  
When replying please quote  
[secretary@ncst.go.ke](mailto:secretary@ncst.go.ke)

P.O. Box 30623-00100  
NAIROBI-KENYA  
Website: [www.ncst.go.ke](http://www.ncst.go.ke)

Our Ref: **NCST/RCD/14/012/824**

Date: **22<sup>nd</sup> June 2012**

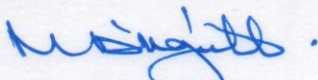
Hesbon Ondiek, Yala  
Moi University  
P.O.Box 3900-30100  
Eldoret.

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on “*Total quality management policy on customers’ satisfaction on Kenya Power and Lighting Company,*” I am pleased to inform you that you have been authorized to undertake research in **Uasin Gishu District** for a period ending **31<sup>st</sup> December, 2012**.

You are advised to report to **the Managing Director, Kenya Power and Lighting Company Limited** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.



**DR. M. K. RUGUTT, PhD, HSC.**  
**DEPUTY COUNCIL SECRETARY**

Copy to:


The Managing Director  
Kenya Power and Lighting Company Limited  
Nairobi.

*“The National Council for Science and Technology is Committed to the Promotion of Science and Technology for National Development.”*

PAGE 2 PAGE 3

**Research Permit No. NCST/RCD/14/012/824**

**THIS IS TO CERTIFY THAT:** **Date of issue** **22<sup>nd</sup> June, 2012**  
**Prof./Dr./Mr./Mrs./Miss/Institution** **Fee received** **KSH. 1,000**  
**Hesbon Ondieki Yala**  
**of (Address) Moi University**  
**P.O.Box 3900-30100 Eldoret**  
**has been permitted to conduct research in**  
**Location**  
**Uasin Gishu District**  
**Rift Valley Province**



**on the topic: Total quality management policy on customers' satisfaction in Kenya Power and Lighting Company.**


**Applicant's Signature** **Secretary**

**National Council for Science & Technology**

**for a period ending: 31<sup>st</sup> December, 2012.**

**CONDITIONS**

- 1. You must report to the District Commissioner and the District Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit**
- 2. Government Officers will not be interviewed with-out prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2)/four(4) bound copies of your final report for Kenyans and non-Kenyans respectively.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice**

  
**REPUBLIC OF KENYA**  
**RESEARCH CLEARANCE PERMIT**

**GPK6055t3mt10/2011** **(CONDITIONS- see back page)**

MINISTRY OF EDUCATION

Telegrams: "EDUCATION", Eldoret  
 Telephone: 053-2063342 or 2031421/2  
 Email: cdec@yahoo.com  
 When replying please quote:  
 Ref: No. ED/UG/3/5/233



County Director Office,  
 Uasin Gishu County  
 P.O. Box 371,  
ELDORET.

Date: 30<sup>th</sup> July 2012

Hesbon Ondiek Yala  
 Moi University  
 P.O. Box 3900-30100  
 ELDORET

**RE: RESEARCH AUTHORIZATION**

This office has received your application for authority to carry out research on "Total quality management policy on customers' satisfaction on Kenya Power and Lighting Company in Uasin Gishu County" I am pleased to inform you that you have been authorized to carry out the research in Uasin Gishu County Rift Valley Province for a period ending 31st December, 2012.

The Authorities concerned are requested to give you maximum support.

A handwritten signature in blue ink, appearing to read 'RKB'.

**REBECCA K. BUTALANYI**  
**COUNTY DIRECTOR OF EDUCATION**  
**UASIN GISHU COUNTY**

RKB/ens

**OFFICE OF THE PRESIDENT****PROVINCIAL ADMINISTRATION & INTERNAL SECURITY**

Telegrams: "DISTRICTER", Eldoret

DISTRICT COMMISSIONER  
ELDORET WEST DISTRICT  
P.O BOX 30-30100  
**ELDORET**

Telephone: 31421/2

When replying please quote

**REF: ADM.15/4 VOL.V/48****31<sup>st</sup> July 2012****TO WHOM IT MAY CONCERN****RE: RESEARCH AUTHORIZATION**  
**HEZBON ONDIEK YALA**

The above named person who is a bonafide student of Moi University school of Arts and Social Sciences is pursuing masters in Arts in Public Administration and Public Policy, has been authorized to carry out research in the district.

As part of the programs requirement, he is expected to carry out research on *"Total quality management policy on customers' satisfaction on Kenya Power and Lightening Company,"* in Eldoret West District"

Please accord him the necessary assistance

Thank You.

A handwritten signature in black ink, appearing to read 'R.C. Kandie'.

R.C.Kandie  
For.District Commissioner  
**ELDORET WESST**