Impact of Total Quality Management on Customer Satisfaction in Telecom Industry in Afghanistan

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DECLARATION OF AUTHORSHIP

I hereby certify that the work embodied in this thesis project is the result of original research and has not been submitted for a higher degree to any other university or institution.

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ABSTRACT

This research examined the impact of Total Quality Management, on customer satisfaction, benchmarking, profit generation, minimizing customer complaints and implementation strategic quality management in telecom industry in Afghanistan.

Questionnaire containing questions related to the demographic information of employees such as gender, age, education, years of experience, etc. and twenty-two questions related to Total Quality Management in the work place is distributed to the respondents and collected data, analyzed using SPSS 20. The Quantitative method has been used to complete this research.

The study will offer supervision to the management of Telecom Development Company, Afghanistan, known as Roshan Telecom, Etisalat Telecom, Afghan Telecom Corporation and Afghan Wireless Telecommunication Company Afghan Telecom corporation Senior Management to practically focus on maintaining both internal and external customers by implementing proper measures of Total Quality Management and standardization of the products and services to be able to generate more profit and successfully survive on the competitive market. Customer Satisfaction does not mean managing and making strategies for the external customers which is consist of shareholders, stakeholders, service users but also maintaining and enriching internal customers which is consist of the employees. The researches have shown that the company success and productivity is directly linked with the satisfaction level of employees.

Contents

List of Abbreviations

Abbreviation	Definitions
AFTEL	Afghan Telecom corporation
TDCA	Telecom Development Company Afghanistan
AWCC	Afghan Wireless Communication Company
TQM	Total Quality Management
CSR	Corporate Social Responsibility
TQM	Total Quality management
CS	Customer Satisfaction

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INTRODUCTION

1.1 Background of the study

Total Quality Management has become an important part of today's professional life, s. This study has been conducted to highlight the significance of Total Quality Management in Telecommunication sector of Afghanistan focusing on some major private and government telecom company. The study shows the importance of Total Quality Management system in company's success and staying in business in competitive market as well as its impact on the external and internal customers. Furthermore, a brief history of telecommunications in Afghanistan has been indicated in research to highlight the progress of Telecom re-building in Afghanistan after the transitional government of Afghanistan.

Due to lack of data and information mainly in a telecommunication company of Afghanistan. the researcher has put a lot of efforts and dedication to manage to get the primary as well as secondary data to complete this research. Therefore, this study is designed to elaborate the impact of TQM and its effects on customer Satisfaction both external and internal customers in government and private telecommunication companies in Afghanistan. In this chapter, we will briefly describe the study background, the research problem, research objectives, research questions, and the significance of this study and the scope of this document.

1.2 Definition of TQM

The term TQM has been used for the first time in the year 1920, from the "Production Quality Control Ideas" in the middle of the year 1980s the TQM has been in Japan, Deming (1986). Customers have always been aiming to get maximum satisfaction from the products or services that they get. Customer experience is the most important concept in today's market place and it has a significant impact on the managing customer relationship and maintaining customers at its best, therefore being able to maintain loyal customers means delivering a greater rate and value over competitors in the marketplace. (Kotler & Armstrong, 2010).

The company that provides best quality products and services may not depend on the feedback from the customers as the customers always expect something more beside a certain products and service they receive or buy therefore to maintain good loyal customers, there is a need for developing better and additional products and services to the customer. The psychology of customer is that customers buy whatever they need at the first place, then if they want a better service or product depending on their social class and the high-class customer buy the certain product or services if they demand it. But in certain companies they classify the products but in fact the products and services designed by companies should be the same for all social classes of society, otherwise the products may receive poor feedback and may fail in the competitive market place. ((Egwaikhide, 2012). The concept, Customer Satisfaction has been defined in different definitions. Customer Satisfaction can be obtained as a result of what was expected. If the supply of a company was based on the customer expectation, then they would be satisfied and most likely to purchase once more. (Gerpott, Rams & Schindler, 2001).

Furthermore, the volume of complaints and good feedback will be highly dependent on the volume of supply and satisfaction level of customers. Moreover, the customer satisfaction indicates about the future profit and revenue generation and benchmarking. (Hauser, Simester & Werneflet, 1994). TQM is the necessary groundwork for the organization to retain the existing.

1.2 Problem statement

The concept of Total Quality Management and Customer satisfaction is a very less discussed and underestimated topic in Afghanistan and not many researches have been conducted in this field and the term Customer Satisfaction is a new concept here in Afghanistan. Therefore, the unavailability of the data and document shows that not any research have been conducted by any researcher that cover the Total Quality Management, standardization and the customer satisfaction. One of the main reasons for lack of research on this field is lack of researchers as well as lack of the awareness in the local and government organizations as well as telecommunication companies.

Due to the competition in the telecommunications market, providing high quality service and customer satisfaction and loyalty has a significant impact on maintaining the current customers and adding more customers to the company. Delivering high quality service is the main key to stable and uninterrupted competitive Advantage.

1.3 Research Questions

The following is the research question of the study that we will search in telecommunication companies and to know more about the impact and effect of implementing total quality management in Afghanistan's major telecommunication companies.

What is the impact of Total Quality Management on Customer Satisfaction?

1.4 Research Objectives

- To identify the impact of Total Quality Management on Customer Satisfaction in Afghanistan market.

1.5 Significance of the study

It is clear and easily understandable that Total Quality Management and implementing the standards of TQM is very essential parts of progressing and development of both government and private organizations mainly in Afghanistan due to progress in rebuilding after years 1 instability and war. Investment on TQM whether in government or private organization have their own reimbursements and developing long term strategic plan for the long run and could not only keep the sustainability's of the organization, but also implementation of TQM brings revenue and maintains customers in long run. The implementation of TQM consists of many crucial aspects such as customer-focused organization, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making and relationship management with customers. Standardization of organization policies and standard operating procedures, illustrating each business process in flowcharting and process approach for better relationship management and practices of the external and internal customers and employees. Most of the research which have been conducted regarding the Total Quality Management and its impact shows, investing on Total Quality Management and implementing TQM is one of the key responsibilities of operation and finance of the organization to put it at the top level of their planning and it has the positive impact on both side organizational internal and external customers and benefits and sustainability to achieve their objective and goals for better financial position in the competitive market as well as revenue generation.

1.6   Limitation of the Research

Since this is a master level research which requires a wider horizon and broader research area with complete details and more number of respondents, the researcher wanted to conduct the research in a wider region of Afghanistan in the regional offices and shops of the telecom companies, but due to the quarantine and rise of Covid-19, the researcher couldn't travel to get enough respondents.

1.7 Organization of Thesis

This research study is organized into five chapters. Chapter one is the introductory section which includes background of study, problem statement, research questions, research objectives, significance of the study and the scope of study. The second chapter is literature review, which highlights the previous researches done in this issue in developed and developing countries. This chapter also covers the scientists' ideas, observations and findings on TQM implementation and its effects on employees and to the organization and the ways that enhance and manage Total Quality Management and its implementation in the workplace for the employees and management. Chapter three of this study is the research methodology and it covers topics containing Research Questionnaire, Research Philosophy, Research Approach, Research Population, Research Sample, The Sample Size, Sampling Technique, Data Collection and Analysis, Data Collection Procedure, and Reliability and Validity of the Research. Chapter four of the study is data analysis and findings, which analyze and interpret all collected data. In this chapter different characteristic of respondents and their responses to the questionnaire are analyzed and interpreted. The last chapter of this study is the conclusion and it describes the results achieved by this research and its implication in Afghanistan context.

1.8   Future Scope of the Study

The author wanted to conduct the research on other dimensions of TQM and consider all telecommunications companies by due to the time and limitations which existed, the researcher would recommend the future researchers, to cover all telecommunication companies and Banks and other service providers since this concept is applicable to all companies that customers are related. Therefore, the researcher recommends the future researchers to conduct the research on other dimensions of TQM and analyze the other important concepts in different organizations that deal directly with customers.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides information and comprehensive understanding of knowledge and resources regarding Customer Satisfaction, TQM, Relationship between customer loyalty retention and customer satisfaction, relationship between benchmarking and Customer Satisfaction, relationship between profit generation and customer satisfaction, relationship between strategic TQM planning and customer satisfaction and relationship between minimizing customer complaints and customer satisfaction. The reason why the researcher looked into and researched these above-mentioned dimensions for the research is that there has not been any research conducted in Afghanistan in any company context mainly in telecom industry and the researcher wanted to highlight the important context of the TQM in this term.

2.1 Customer satisfaction

Researchers have given different definitions for the term Customer satisfaction in different industry. If a specific company could provide the product or service according to the customer need, want and demand, the customers would be satisfied. The level of satisfaction of customer highly depend on the level of supply which includes timely, with best quality and up to the consumers expectation. (Gerpott, Rams & Schindler, 2001). Satisfaction of customers is an important factor for maintaining the existing customers. (Gua, Xiao & Tang, 2009). Customer Satisfaction is often illustrated as a significant aspect for the company's future revenue generation. (Hauser, Simester & Wernerfelt, 1994). According to researchers (Lin & Wu, 2011) the unsatisfied customers with the received service with low quality and late are not expected to maintain their long-term relationship with the firm. (Lin and Wu, 2011).

Poor service provision can also cause dissatisfaction, for instance the frequent poor services, which cannot obtain customer expectation may be a main cause for dissatisfaction in both individual and corporate customers. (Rust & Zahorik, 1993). Researchers have found that frequent variation in the quality and value of products and services also creates variation in the customer loyalty. (Auh & Johnson, 2005).

Customer Satisfaction is used to analyze the company's performance at both internally and externally to compensate human resources, measure the level of fund provision and can serve a source of

information and decision making for the stakeholders and shareholders as well as public policy makers, competitors and investors. (Anderson, 2009). The term customer retention is explained as retention and attraction of new customers are illustrated as the main factor for driving of increase in the market share of the company as well as revenue (Rust, Zohorik & Keiningham 1995). In order to keep the customers satisfied, the organization must know how to keep the customers content and most importantly help them know that they are valued and the company knows how to serve them (Saeed,Grover &Hwang, 2005). It is significant that the service provider must focus and insist on the quality of products and services at every stage of service provision. (Lin &Wu, 2011). There is strong relationship between implementing TQM and Customer Satisfaction since the standard operating procedures and organization policy is being standardized and the equipment is up to date. (Verhoef, 2003).

2.2 TQM

TQM is a critical on the other hand less costly source and for that reason for enduring financial and operative presentation of this source, it is significant to adjust their impact to the accomplishment of the goals and purposes of the association over and done with maintaining long term customer retention and revenue generation and benchmarking.

Customer satisfaction is the outcome which has been felt by the customers who have experienced a company's performance that have fulfilled their expectations. After the findings and academicians argue that customer satisfaction brings a positive change to the company's future success. Furthermore, evidences have shown the positive connection between customer satisfaction, loyalty and retention. The service quality that is provided to the customers and meet or exceed customer expectations are mainly influenced by customers preceding outlooks. (Faiza Sajad, 2011).

Customer Loyalty refers to the commitment to re-buy the preferred product or service in the future, despite the situational influence and marketing efforts having the potential to cause switching behavior. (Oliver, 1997). Continuous poor customer services may result not only dissatisfaction, but also bad reputation and image in the market. (Rust & Zoharik, 1993). Employee training and development have a significant impact on the customer satisfaction, Benchmarking and revenue generation for the organization. (Rust & Zoharik, 1993).

Quality Management and customer satisfaction has always been adding to the customers and customer retentions throughout the customer experience journey from buying till exit from the buying certain products or services. The journey through which customers are entering the market and using certain

products and services are part of customer experience journey of the certain customers which has a significant impact for the company's profitability. (Faiza Sajad, 2011)

Due to the competition in the telecommunications market, providing high quality service and customer satisfaction and loyalty has a significant impact on maintaining the current customers and adding more customers to the company. Delivering high quality service is the main key to stable and uninterrupted competitive Advantage. Customer Satisfaction has proven to have a positive impact on organization's productivity and success. Satisfied customers mark the foundation of any successful business because when customers are satisfied, they tend to buy over and over, brand loyalty, and positive word of mouth. Researchers have found out that satisfied customers share their insight and customer experience with other people to the order of perhaps five or six people, however dissatisfied customers are more likely to tell another ten to eleven people of their experience of product or service. (International Journal of Academic Research in Business and Social Sciences, 2011)

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The term Total Quality Management and understanding its impact on customer satisfaction and customer experience is brand new concept that enables the organizations to ensure they gain customer satisfaction. Therefore, customer satisfaction is the next competitive battlefield for the future companies because there are variety of products and services in the market and customers have a choice to choose. Consequently, for the companies to survive in the market among their competitors its very important to deliver the products and services according to the customers highest expectation otherwise keeping customers is not possible for the long run business management.

Customer satisfaction is the outcome which has been felt by the customers who have experienced a company's performance that have fulfilled their expectations. After the findings and academicians argue that customer satisfaction brings a positive change to the company's future success. Total Quality Management and customer satisfaction comes with variety of the other concepts that helps the organizations to maintain their position in the market and be able to generate profit and revenue from their individual and corporate customers. One of the main reasons why certain organizations treat their

employees who are their internal customers and consumers of the products not fairly is that they use from the economic, security, and geographic location of a certain place for their personal interest rather than conducting an ethical and sustainable business.

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Telecommunication company's role model in corporate social responsibility, Roshan's Economic Empowerment through Ethical and Innovative Telecommunications in Afghanistan (Poverty Alleviation)

"Besides generating revenue and doing business in Afghanistan, Roshan Telecom has been focusing on the CSR, Known as Corporate Social Responsibility, improving the quality of lives of the people throughout its business journey besides ethical business in Afghanistan. Roshan has built 10 Schools, 35 e-learning centers, 205 drinking wells." (Roshan.af, 2004)

Roshan is part of AKFED, which is Aga Khan Fund for Economic Development's 51 % Share.

Furthermore, Roshan Telecom has been managing more than 6 Mln subscribers and Customers throughout Afghanistan and has been a great contributor to Afghanistan's economy and GDP. Roshan has been contributing 5% of Afghanistan's GDP. Roshan till now has created 35000 jobs for the people of Afghanistan either directly or indirectly. Roshan's networks cover around 70 % of Afghans in more than 287 districts and cities in the entire 34 provinces. Roshan Telecom has invested in the 650 million USD in Afghanistan. Roshan is Afghanistan's largest taxpayer. Roshan was rewarded the 2nd Telecommunications license in Afghanistan after Afghan Wireless Telecommunication Company. Roshan Telecom has been part of Aga Khan Development Network (AKDN) and has been a great change agent in reconstruction and economic development of Afghanistan since 2003.

Roshan Telecom has been the benchmark, against the best companies in the world, and has been delivering best in class technology in the war-torn country like Afghanistan.

Roshan was the first company in Afghanistan which introduced Mobile- Money known as M-Paisa in Afghanistan. Mobile Money had a great impact in reducing the corruption, mainly for the salary disbursement of the Afghan National Police and Army. (Roshan.af, 2004).

The analysis done through this brief is an end to end process from the start of the telecom after the years of conflict and civil wars throughout the history of Afghanistan. Furthermore, the details of the establishment of the telecommunications in Afghanistan has been illustrated and how the telecommunications had a positive impact on the economy of Afghan People. Moreover, the contribution of new telecommunication companies in Afghanistan's GDP had been one of the major focus of this article published by Ken Zita in 2004. A brief history of Afghanistan has been indicated in the article. The effectiveness of the telecom industry as well as the ICT in the conflict and war zones has been indicated in this article. This journal explains the initial investments of the telecom in

Afghanistan in post-Taliban rule and international community's interference in the Afghan government had been one of the major focus of the authors in this article.

The transitions of political powers throughout the changes in the regimes and each political system had an impact on the social, political, economic as well as cultural life of the people of Afghanistan. After the Taliban, the international security assistance forces entered Afghanistan with the agreement of the International community. Afghanistan as a nation with approximately 30 Million population with GDP of 4 billion and GDP per Capita 180-190. With literacy rate of 36%. Phone lines used in 2004 was approximately 85,000 (2004). Mobile phone usage since the beginning of the telecommunication activity was around 500,000 (2004)".

The Ministry of Communications and Information Technology (MCIT) of Afghanistan was set up in the year 1955 Due to geographical location of Afghanistan which most parts of Afghanistan is surrounded by mountains and a large number of Afghan people scattered in and out of Afghanistan made the telecommunication services and facilities a necessary issue for Afghanistan's immediate reconstruction. Since 2001 the Ministry of Communications and Information Technology (MCIT) was the first among the new political bodies of Afghanistan to design new strategy and policy for the sector the implementation of which enables the private organizations and companies to take care of the telecommunication system and invest in Afghanistan. (Atra.gov.af,2004)

2.2.1 relationship between customer loyalty retention and customer satisfaction

Customer satisfaction is the outcome which has been felt by the customers who have experienced a company's performance that have fulfilled their expectations. After the findings and academicians argue that customer satisfaction brings a positive change to the company's future success. Furthermore, evidences have shown the positive connection between customer satisfaction, loyalty and retention. The service quality that is provided to the customers and meet or exceed customer expectations are mainly influenced by customers preceding outlooks. (International Journal of Academic Research in Business and Social Sciences, 2011)

2.2.2 relationship between bench marking and customer satisfaction

Quality Management and customer satisfaction has always been adding to the customers and customer retentions throughout the customer experience journey from buying till exit from the buying certain products or services. The journey through which customers are entering the market and using certain products and services are part of customer experience journey of the certain customers which has a significant impact for the company's profitability. (Faiza Sajad, 2011)

2.2.3 relationship between profit generation and customer satisfaction

Profit generation has a significant impact on the customer satisfaction. Profit generation is highly dependent on the loyal customers and CS. In case the implementation of continuous improvement is neglected and not considered, the firm wouldn't be able to become world class and leading edge. If firms consider both philosophical and operational context this will lead to quality service and profit generation at every level which will lead to profit generation but not to a wider range but at a certain level where the firm can survive in a market. (Alexander, 2005)

2.2.4 relationship between strategic TQM planning and customer satisfaction

Quality Management and customer satisfaction has always been adding to the customers and customer retentions throughout the customer experience journey from buying till exit from the buying certain products or services. The journey through which customers are entering the market and using certain products and services are part of customer experience journey of the certain customers which has a significant impact for the company's profitability. (Faiza Sajad, 2011)

2.2.5 Relationship between minimize customer complaints and customer satisfaction

Customer loyalty refers to the commitment to re-buy the preferred product or service in the future, despite the situational influence and marketing efforts having the potential to cause switching behavior. (Oliver, 1997). Continuous poor customer services may result not only dissatisfaction, but also bad reputation and image in the market. (Rust & Zoharik, 1993). Employee training and development have a significant impact on the customer satisfaction, Benchmarking and revenue generation for the organization. (Rust & Zoharik, 1993).

2.3 THEORETICAL FRAMEWORK

The theoretical framework for this study is designed based on the similar researches done in this area. In this study the focus to find out the effect of Total Quality Management on Customer Satisfaction which includes parameters such as Customer Loyalty Retention, Benchmarking, Profit Generation, Strategic Total Quality Management Planning, Minimizing Customer Complaints and Employee Performance. Customer loyalty retention helps in the profit generation of the company, furthermore, employees who have better and outstanding performance and awareness, would lead to better customer satisfaction and help the company to maintain loyal customers to ensure that company can perform in the market despite competitive environment strategic quality planning and proper policy and procedure, benchmarking and implementation of quality standard tools and equipment involving employees in decision making, goal setting and responsibilities have a significant effect on customer satisfaction. The below figure presenting the theoretical framework for this study.

Figure 1: Theoretical Framework.   Source: Kahora Jane Nyaguthi

Independent Variables (Factors that affect TQM)

Dependent Variable
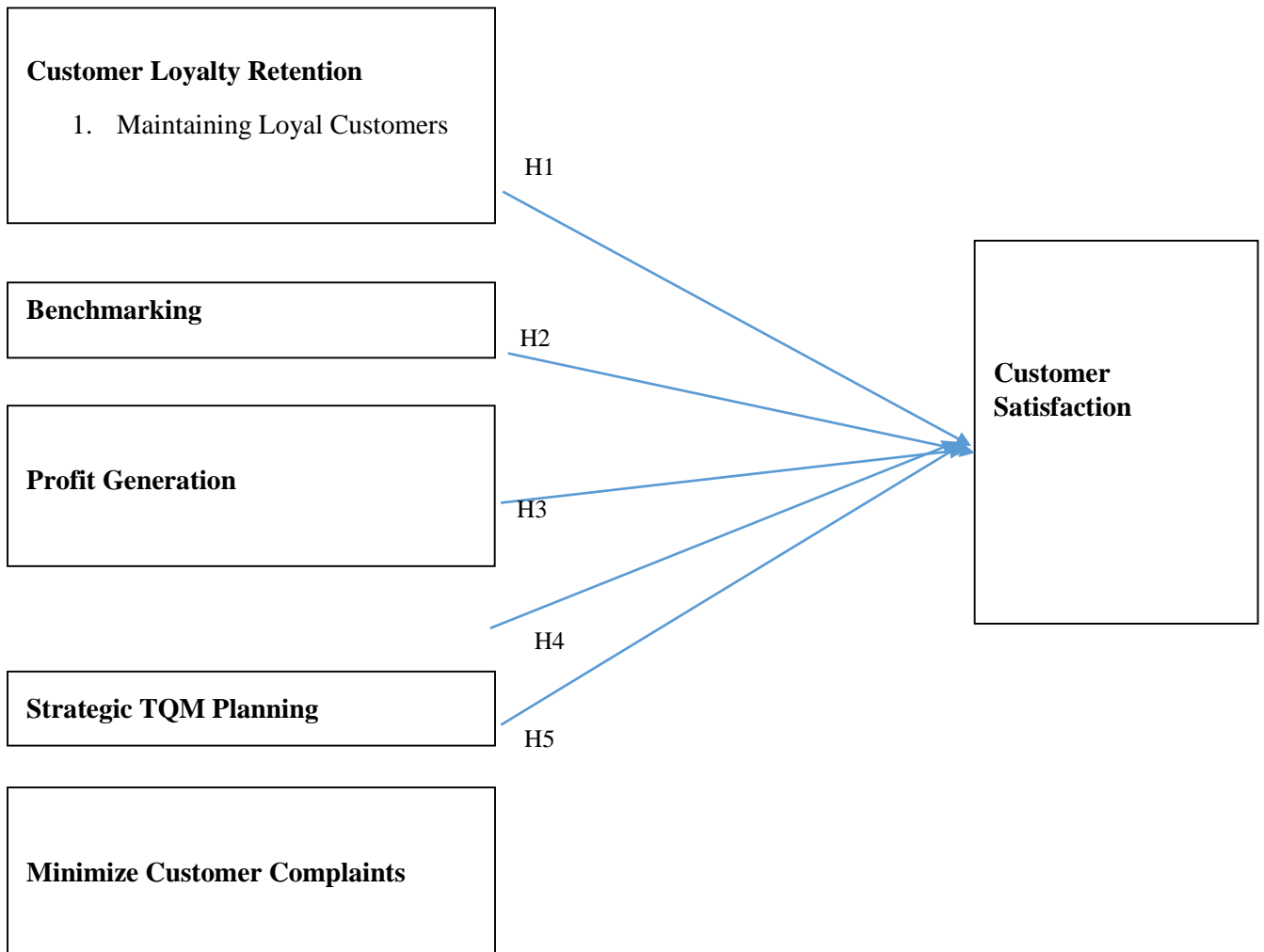
Figure 1: Theoretical Framework.   Source: Kahora Jane Nyaguthi

In the figure it is presented that Customer loyalty Retention, Benchmarking, Profit Generation, Strategic TQM planning, and minimize customer complaints are the independent of the study. These five variables under analysis of the study and are used to find out effect of these variables on the customer satisfaction in telecommunications sector in Kabul Afghanistan. The Customer Satisfaction is the dependent variable of the study.

2.4 Hypothesis of the Study

The literature of the study suggests that the Total Quality Management have significant implication for customer satisfaction of an organization mainly Telecommunication company. Based on the critical review of the previous studies and findings of previous studies outlines the following assumption regarding the effects of capacity building and training development on employee performance.

H1: Customer Loyalty Retention effects on customer Satisfaction.

H2: Benchmarking have effects on customer Satisfaction

H3: Profit Generation have effects on customer Satisfaction

H4: Strategic TQM Planning have effects on customer Satisfaction

H5: Minimizing Customer Complaints by creating complaint management unit have effects on customer Satisfaction

CHAPTER 3

RESEARCH METHODOLOGY

According to Neuman, (2007), data collected through questions in a questionnaire can be quantitative. Quantitative data in terms of frequencies, or mean and standard deviations, become necessary for descriptive studies, Neuman (2007). In a study by Alberto Chiesa and Alessandro Serretti (2009), investigated the efficacy of a Mindfulness Based Capacity Building (MBCB) intervention; be performed in healthy subjects; use validated scales for the measurement of TQM; and provide quantitative data. Alberto Chiesa and Alessandro Serretti (2009). Therefore, this study is a descriptive type of research and the quantitative approach is used.

As the objective is to conduct this research in both governmental and private telecommunications company, the researcher preferred to distribute questionnaires directly to a number of employees of one governmental organizations, Afghan Telecom, and three private telecommunication companies Afghan Telecom, Roshan TDCA, Afghan Wireless Communication Company and Etisalat, which were accessible and convenience and the management of the organizations were able to contribute with distribution of questionnaires and collection of data. Since the researcher, knew the top management of these organizations and they were willing to assist me in distribution of questionnaires in different departments of that organization and collection of data, so, the author, selected these organizations for this study. The data for this research is collected through; 1) Primary Sources (questionnaires) and 2) Secondary Sources (published articles, books, and websites).

The objective of this research is to provide details about the impact of Total Quality Management on Customer Satisfaction on governmental and private telecommunication organizations, and this section of the study provide the readers information about the approaches and methods and the ways this research conducted. This section of thesis is consisting of research type, research approach, population, sample, sample size, sample technique, data collection method, and data collection sources.

3.1 Research Questionnaire

The purpose of this study is to search and gather information related to the Total Quality Management and its effects on satisfaction of Customers in governmental and private organizations. All factors that leads to the Quality Management and its impact on minimizing customer complaints, benchmarking and strategic TQM planning will be searched and find. For this purpose, a questionnaire that asks employees about the quality management system implementation in the organization and the facilities and support they receive from the management of organization is prepared and will be distributed among employees of one governmental and three private telecommunications companies. The questionnaire seeks the idea of employees, either they are satisfied from the management, facilities of quality management in the organization or no, and how the daily activities in the organization and how the effect on the external and internal customer satisfaction from the services.

The main purpose of questions included in the questionnaire are to collect information about the major aspects effects on employees and is the cause of their dissatisfaction. The questions included in this questionnaire focuses on factors which are beneficial to the business success and continuity, productivity and employees' dedication and satisfaction on the work place. So, knowing the factors leading to Quality management in the work place and effect on employees' satisfaction and how to improve business productivity and employees' satisfaction are the focus of this questionnaire.

Furthermore, as high standard quality management is a major concern of all employers and business owners, through this questionnaire, the researcher will evaluate how the effect of quality management, policies and procedures, standard and best quality equipment helps in employees' productivity and satisfaction and what the employer/ business owner should do to reduce employees' and customer complaints and how to improve the productivity of organization and satisfies employees.

The questionnaire questions for this study are derived from past studies "a study done Armstrong, M. (2006) Quality Management Practices 5th ed. Kogan Page. London and Philadelphia." and few changes brought to them. Strongly agree, agree, strongly disagree neutral disagree, answer in a questionnaire are type of Likert scale in this questionnaire. The Likert scale rating which could easily understood by respondents and it uses to elicit the response of respondents through strongly disagree, neutral, agree and strongly agree answer are used.

3.2   Measurement of Variables

For this study the dependent variable is Customer Satisfaction which is measured by factors –customer loyalty retention, benchmarking, minimizing customer complaints, strategic TQM planning and profit generation, moreover ensuring the company equipment is up to date to serve the customers, innovative in identifying resources required to meet goals and objectives, comply with company procedures and policies, understanding job responsibilities, able to complete quality work on time, set and meet targets as agreed with the supervisor, perform work with little or no supervision, and participation in team activities.

And on the other hand, the independent variables for this study which is customer satisfaction is measured using factors like minimizing customer grievances, complaints and disputes by hiring complaint management unit, benchmarking, profit generation by hiring excellent managers and sales executives, the other tool is strategic total quality management and planning which includes customer focus, leadership, continues improvement in policies and procedures, reducing customer complaints and fact based management.

3.3 Research Philosophy

The research philosophy selected for this study is positivism. To achieve the objectives, set for this study, questionnaire containing questions related to the TQM and its effects on employees Satisfaction which reflect the main purpose of this study is prepared and will be distributed among employees of governmental and private organizations. The questionnaire is consisting of two sections; Section A: demographic characteristics of respondents and Section B: twenty-two questions related to the Total Quality Management and its effect on customer satisfaction. Respondents will answer the questions by filling the determined vacant area.

3.4   Research Population

The total population considered for this study is 800 employees working in different organizations within Afghanistan. 200 employees were working in Roshan telecommunication company head office, Afghan Telecom 150 employees in their Kabul head office, Afghan Wireless Communication Company with 250 employees in the head office and Etisalat with 200 employees. For this study, the questionnaires distributed among employees based on sampling of mentioned organization who work in different levels of the firm in categories of operation, and senior management, for example senior managers, managers, directors, etc.

3.5   Data Collection and Analysis

In this study, for collection of data, two methods were used. Primary data collection through questionnaires and secondary data collection method by using available resources. The primary data for this study has been collected through distribution of questionnaires among employees' organizations mentioned in research population section and the information gathers through distribution of questionnaires has been analyzed in the next chapter of this research.

As this study is a quantitative research, for analysis of data was used from SPSS software. SPSS software is an effective and useful tool, nowadays uses by most of researchers in quantitative studies. By using this software, the author can easily record and analyze data and find the required result for the study. The SPSS version 20 used for data analysis of collected responses of respondents and assessment of this study.

3.6 Data Collection Procedure

The prepared questionnaires related to impact of Total Quality Management in Telecommunication on customer satisfaction distributed among 50 employees of one governmental department and three private telecommunication companies. The questionnaire handed to the employees of organizations and after providing enough information about the research and describing all questions, they fill the questionnaire according to their respective organization situation.

3.6.1 Primary Data

For collection of primary data related to subject of research, firstly the author mentioned to the employees about the subject, what the researcher is doing, why we do this activity, where the gathered information goes and what we will do with the collected data. Before the distribution of questionnaire, we promised to the respondents that we will keep the privacy of data and no one will know what you said about the organization situation. The author also gave the respondents the option whether they want answer the questions or not. The primary data for this study is collected through questionnaires designed by the author to fulfill this research requirements.

3.6.2 Secondary Data

The secondary data collected from scientific articles, textbooks, journals, published and certified reports, internet websites, past studies, etc. and described in literature review chapter of this thesis.

3.7 Instrument of the Study

The survey strategy of the study had adapted the questionnaire for collection of data from respondents of the study. The items in questionnaire of the study are adopted from (Cascio, 1992). Managing TQM in Telecommunication Industry Items in the questionnaire are designed on five-point scale. There are six main sections of the research instrument used in the survey the first part consists of 5 questions and is designed to collect data from respondent regarding the perceived Total Quality Management and Customer Satisfaction in the organization. The second part is designed to collect for customer loyalty retention and benchmarking and consist of one question. Third part consist of 2 items while fourth part consist of six items designed to collect data for minimizing customer complaints and profit generation. the last part consists of 11 questions and is designed to collect data for customer satisfaction in these sample organizations.

3.8 Descriptive Analysis Tools

Descriptive statistics is an important tool for description of data of the survey. The study also used mean, standard deviation, minimum and maximum values for description of the data . Mean presents the average score for the variables of the study; standard deviation presents the deviation of individual score from the mean score. Minimum and maximum values present the highest and lowest score for each of these variables

3.9 Correlation Matrix

In order find out the association between variables under analysis the study also correlation coefficient. The correlation coefficient is providing results for the association of different variables with each other. The value of correlation coefficient ranges from -1 to +1, where -1 stands for strong negative and +1 stands for strong positive correlation between the variables. It is necessary for the regression model that the explanatory variable does not have auto correlation between these variables.

3.10   Regression Analysis

For analysis effects of the Total Quality Management and Customer Satisfaction on employee performance in financial industry in Kabul a multiple regression model is used. Multiple regression analysis uses a single dependent and multiple explanatory variable for finding out effects these explanatory variables on the dependent which in case of this study is Customer Satisfaction in Telecommunication company. The following equation presents the multiple regression model of the study.

$$IM = \alpha + \beta_1(CLS) + \beta_2(BM) + \beta_3(PG) + \beta_4(MCC) + \beta_5(CS)$$

Where alpha is intercept and beta is the slope coefficient.

CLS= Customer Loyalty Retention

BM= Benchmarking

PG= Profit Generation

STP: Strategic TQM Planning

MCC=Minimize Customer Complaint

CS=Customer Satisfaction

3.11   Scope of the Research

This research is applicable to Telecom Development Company, Roshan, Afghan Wireless telecommunications company, Afghan Telecom, and Etisalat Telecom.

This research emphasis on the TQM practices in Afghanistan in some major telecommunication companies and illustrate the impact on implementing TQM to gain customer satisfaction and to exemplify if the internal customers or the organization's management themselves rate and agree the TQM practices in their organizations and is the implementation of TQM satisfactory to them at first level.

3.12   Organization of Chapters

This research study is organized into five chapters. Chapter one is the introductory section which includes background of study, problem statement, research questions, research objectives, significance of the study and the scope of study.

The second chapter is literature review, which highlights the previous researches done in this issue in developed and developing countries. This chapter also covers the scientists' ideas, observations and findings on TQM implementation and its effects on employees and to the organization and the ways that enhance and manage Total Quality Management and its implementation in the workplace for the employees and management.

Chapter three of this study is the research methodology and it covers topics containing Research Questionnaire, Research Philosophy, Research Approach, Research Population, Research Sample, The Sample Size, Sampling Technique, Data Collection and Analysis, Data Collection Procedure, and Reliability and Validity of the Research.

Chapter four of the study is data analysis and findings, which analyze and interpret all collected data. In this chapter different characteristic of respondents and their responses to the questionnaire are analyzed and interpreted. The last chapter of this study is the conclusion and it describes the results achieved by this research and its implication in Afghanistan context.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

In this chapter of thesis, we will analyze all collected data and will interpret our findings of the subject. The responses of respondents collected through questionnaires are the exact responses given by employees of governmental and private organizations. For this study, I distributed questionnaires to the senior management of governmental Telecommunication Company called Afghan Telecom, Roshan TDCA, Etisalat and Afghan Wireless Telecommunications Company Afghanistan employees. The Respondents are consisting of male and female employees, who were working in their respective organization as managers and senior managers. For analysis of collected data, tables, graphs and descriptive interpretation are used to facilitate the analysis of data and to present the findings in a more effective and scientific manner.

For this research the sampling method is used and questionnaires distributed among 50 employees of Five governmental and private organizations.

Below are characteristics of respondents:

Table 4.1

Characteristics of Respondents (N=50)		
Characteristics of Respondents	**Number of Respondents**	**Percentage**
Gender		
Male	35	70%
Female	15	30%
Age		
25 to 30 years	27	54%
31 to 40 years	13	26%
41 to 50 years	7	14%
51 & Above	3	6%
Education		
12th grade	5	10%
Diploma (14th)	2	4%

Bachelor	36	72%
Master	7	14%
Job Category		
Technical	26	38%
Operation	5	10%
Management	19	52%
Years of Experience		
3 and less than three years	24	48%
4 to 6 years	22	44%
More than 6 years	4	8%

The data collected from employees consist of respondents' Name, Organization, Gender, Age, Education, Job Category and Years of Experience. Questions of questionnaires were selected from past studies with slight changes to achieve the objectives of this research.

SPSS (Statistical Package for Social Sciences) Analysis

Table 4.2: Statistics

		Age of Respondents	Education of Respondents	Job Category of Respondents	Years of Experience of Respondents
N	Valid	50	50	50	50
	Missing	0	0	0	0

The total number of respondents responded to the demographic questions such as gender, age, education, job category, and years of experience are 50, all of them are valid, and there is no missing value.

Table 4.3: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	35	70.0	70.0	65
Valid	Female	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

As per the above data, out of 50 respondents, 35 of them are male and 15 of them are female. The percentages sequentially for each are 70% and 30%.

Table 4.4: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	25 to 30 years	27	54.0	54.0	54.0
	31 to 40 years	13	26.0	26.0	20.0
Valid	41 to 50 years	7	14.0	14.0	77.9
	50 & Above	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

As per the above data, number of respondents, ages between 18 to 25 years are 25, number of respondents ages between 26 to 35 years are 54, number of respondents ages between 36 to 45 years are 60 and number of respondents ages 46 and above are 20. The data shows that most of our respondents are between 26 to 35 years and ages between 36-45 and the below is the small number of our sample.

Table 4.5: Education of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12th grade	5	10.0	10.0	21.8
	Diploma (14th)	2	4.0	4.0	30.0
	Bachelor	36	72.0	72.0	77.1
	Master	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

Form the above data we understood that our respondents exist in four categories of education, 12th grade with 34 respondents, diploma graduates with 55 respondents, bachelor graduates which covers most of our respondents are 60 respondents and number of master graduates participated in this research are 10 respondents.

Table 4.6: Job Category of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical	26	52.0	52.0	31.2
	Operation	5	10.0	10.0	80.0
	Management	19	38.0	38.0	100.0
	Total	50	100.0	100.0	

For job category of respondents, out of 50 respondents, 49 of them are technical employees, 56 or respondents are from operation section and 54 of respondents are form the management sector.

Table 4.7: Years of Experience of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than three years	24	48.0	48.0	13.6
	3 to 6 years	22	44.0	44.0	35.6
	Above 6 years	4	8.0	8.0	70.3
	Total	50	100.0	100.0	

Among 50 the respondents of questionnaire, 33 (20.8%) of respondents has less than three years of experience, 48 (30.2%) of respondents has 3 to 6 years of experience, 50 (31.4%) of respondents has 7 to 10 years of experience and 28 (17.6%) of respondents has above 10 years of experience.

4.1 Data Reliability Test

Reliability of the instrument refers to the ability of instrument of the study to accurately collect data for the construct intendent by the study .in analysis of the variables it is necessary that the instrument used in analysis is reliable. A simple technique for evaluating reliability of the instrument is Cronbach's alpha technique. The instrument of the study is distributed in 5 different respondents as a pilot study and the data collected is then analyzed for reliability using the Cronbach'alpha. On this tool if the Cronbach's alpha value for the construct is less than or equal to .7 then the instrument is considered to have reliability. The following table presents the results of Cronbach's alpha for the research instrument.

Variable	Cronbach's Alpha
Customer Loyalty Retention	0.74
Benchmarking	0.83
Profit Generation	0.79
Strategic TQM Planning	0.71
Minimize Customer Complaints	0.78
Customer Satisfaction	0.82

In the table it can be observed that the Cronbach's alpha value for all the variables under analysis of the study is more than .7 and hence it is concluded that the construct of the instrument are reliable and data collected by the instrument has reliability.

4.2 Descriptive Statistics Analysis & Findings

Descriptive statistics of variables under analysis is given in table 1 of the section; in the table it is presented that there are Six variables in the study which includes Customer Loyalty Retention, Benchmarking, Profit generation, Revenue Generation, minimize customer complaints and Strategic TQM Planning and quality controls.

The table shows that there are 50 observation each for each for all the six variables of the study. In the table minimum value for each variable in the analysis is 3 minimize customer complaints and employee performance where the minimum scores for the variable is 2. In the table the maximum score for each variable is given six. The mean score of each variable is approximately 4 however for adequate resource and encouragement the mean score is a little less than 4.

	N	Minimum	Maximum	Mean	Std.Deviation
Customer Loyalty Retention	50	3	6	4.0000	0.98308
Benchmarking	50	3	6	3.8400	0.78646
Profit Generation	50	3	6	3.9200	0.97980
Revenue Generation	50	2	6	4.1600	0.94890
Minimize Customer Complaints	50	2	6	4.2600	0.79790
Strategic TQM Planning	50	2	6	4.2000	0.95890
Valid N(list wise)	50				

The last column of the table presents the standard deviation of the variables from their mean score, in the table it can be observed that scores have higher deviation from its mean score as compared to other variables that do not have significant deviations from their mean scores.

Correlation matrix for the relationship of independent variable under analysis of the study is given in table 2 of the study. In the table it can be observed that the correlation coefficient for the relationship of some of the explanatory variable with the other explanatory variable under analysis is insignificant.

		Adequate Resources	Encouragement	Team Working	Authority
Customer Loyalty Retention	Person Correlation	1	.104	.209[**]	.173	.187
	Sig. (2-tailed)		.205	.010	.125	.130
	N	50	50	50	50	50
Benchmarking	Person Correlation	.104	1	.323	.412	.510**
	Sig. (2-tailed)	.205		.321	.010	.020
	N	50	50	50	50	50
Profit Generation	Person Correlation	.209**	.323	1	.425	.511
	Sig. (2-tailed)	.010	.321		.121	.211
	N	50	50	50	50	50
Strategic TQM Planning	Person Correlation	.173	.412	.425**	1	.521
	Sig. (2-tailed)	.125	.010	.121		.030

	N	50	50	50	50	50
Minimize Customer Complaints	Person Correlation	.210	.411	.430	.425**	1
	Sig. (2-tailed)	.020	.120	.112	.115	
	N	50	50	50	50	50

*. correlation is significant at the 0.05 level (2-tailed).

**. correlation is significant at the 0.0 level (2-tailed).

In the correlation matrix it can be observed that all the variables show a positive association with each other as given by the correlation coefficient for these variables under analysis is significant except the association between training development and encouragement and team working and adequate resources and authority, however the association between these variables is also not very strong thereby suggesting that there does not exist an association between the explanatory variables of the analysis, the absence of strong association between the explanatory variables under analysis of the study suggests that the model does not suffer from problem of multicollinearity between the explanatory variables of the model.

4.5 Regression Analysis

To conduct regression analysis for this study all independent variables; Total Quality Management consist of factors "Benchmarking, minimizing customer complaints, generating revenue and profit, strategic TQM Planning and Customer Loyalty Retention and the dependent variable of customer Satisfaction are considered. The following are regression analysis done for this study.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511[a]	.261	.241	.69533

a. Predictors: (Constant)Total Quality Management, Customer Loyalty Retention, benchmarking, profit and revenue generation, strategic TQM planning and minimizing customer complaints.

The main predicator for this study is the TQM and its effects on customer satisfaction. The Model Summary table displays R, R Square, Adjusted R and Std. Error of the Estimate. R is the correlation between observed and predicted values of the dependent variable. As the sign of R in the above table is positive (+) and it is 0.511 it indicates positive relationship between variables.

R Square is the proportion of variation in the dependent variable shown by Model Summery table of regression analysis. The R Square value for this study is 0.261, which indicate that data for this study fit the model well. The Adjusted R Square which attempts to correct R Square to reflect the goodness of fit of the model in the population for this study is .0.241.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.755	4	6.189	12.800	0.000[a]
	Residual	70.105	145	.483		
	Total	94.860	149			

a. Dependent Variable: Customer Satisfaction.

b. Predictors: (Constant), TQM and Customer Satisfaction, benchmarking, customer loyalty retention, profit generation, strategic TQM and minimizing customer complaints.

In the ANOVA table shown above the Sum of Squares column is associated with Regression and Residual values. Furthermore, the ANOVA table shows df, mean square, F and Sig. of the study. According to the above table the values of Regression and Residual evaluated in term of Sum of Squares are 24.755 and 70.105, the df values are 4 and 145 and 149. The Mean Square values are 6.189 and 0.483 These values are helpful for understanding the result and effects of the study. The F value shown in above table for this study is 12.800, which is significant at the 0.000 level.

4.6 Hypothesis Test

The slope coefficient of explanatory variables with customer satisfaction are given in table below of the section. In the table slope coefficient for relation of Customer Satisfaction and TQM .132 suggesting that total Quality Management has a direct relation with the customer satisfaction in telecommunications sector. The T value for the relationship is 2.21 higher than the required critical level at 5% of significant. This implies a positive relationship between Total Quality Management and Customer Satisfaction and suggesting that TQM positively influence customer satisfaction in telecommunication companies and result I acceptance of alternate hypothesis of positive effects of TQM on customer satisfaction in Telecommunications Sector.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.792	.377		4.750	.000
Customer Loyalty Retention	.132	.060	.163	2.219	.028
Benchmarking Profit	.099	.081	.098	2.225	.022
Generation	.107	.066	.132	1.626	.106
Strategic TQM Planning	.274	.070	.326	3.894	.030
Minimize Customer Complaints	.121	.065	.170	2.10	.000

a. Dependent Variable: Customer Satisfaction

Slope coefficient in the table for relation of customer Satisfaction and Customer Loyalty Retention is .99 suggesting that customer loyalty retention has direct relation with customer satisfaction in Telecommunications sector. The T value for the relationship is 2.225, higher than the required critical level 5% level of significance. This implies a positive relationship between customer loyalty retention and customer satisfaction suggesting that TQM and CLR also positively influence customer satisfaction in the telecom sector and results in acceptance of alternate hypothesis of positive effects of TQM on customer satisfaction.

Slope coefficient for relation of customer satisfaction and benchmarking is .107 suggesting that benchmarking has a direct relation with the customer satisfaction in telecommunications sector, however the T value for the relationship is 1.626 which is lower than the required critical level of 5% level of significance, this means a positive relationship between TQM and customer satisfaction suggesting that benchmarking does not have a significant relation with customer satisfaction and rejects the alternate hypothesis while accepting the null hypothesis of no relation between the two variables. Slope coefficient in the table for relation that profit generation is .274 suggesting that PG has a direct relation with the customer satisfaction. The T value for the relationship is 3.894, higher than the required critical of 5% level of significance, this indicates a positive relationship between profit generation and CS suggesting that PG has positively influence over customer satisfaction and these results in the acceptance of alternate hypothesis of positive effects of PG on customer satisfaction in the telecommunication sector in Afghanistan.

Slope coefficient in the table for relation customer satisfaction strategic TQM planning is .121 suggesting that strategic TQM planning has a direct relation with the customer satisfaction. The T value for the relationship is 2.10, higher than the required critical at 5% level of significance. This implies a positive relationship between Strategic TQM planning and implementing quality controls and customer satisfaction suggesting that Strategic TQM planning have positively influence over customer satisfaction and these results in the acceptance of alternate hypothesis of positive effects of Strategic TQM planning on customer satisfaction in telecommunications sector.

CHAPTER 5

CONCLUSION

According on the consequences of the study, it became clear that Total Quality Management has a significant impact on customer satisfaction. Although the respondents were aware of the various aspects of Total Quality management despite its new emergence in the Afghanistan telecommunications sector. there was no strategic framework in place as the basis for an operational plan for the total quality management and strategic TQM planning even though all respondents indicated that total Quality management was part of the strategic plans of telecommunication companies before starting their operation in Afghanistan.

Furthermore, it can be concluded that TQM in general, Total Quality management practices at telecom development company Afghanistan and other operators should become more closely tied to the needs and strategies of the telecommunication companies. As this occurs, the concept of TQM should be highly appreciated and practiced despite operating in a war-torn and conflict zone. Therefore, the quality should not be compromised due to war in the country.

It became clear from respondents that the major organizational issue constraining impacting of Total Quality management practices was lack of top management support for maintaining satisfied customers for the long-run of companies' profitability and future profit generation. Therefore, telecom development company, Afghanistan and other telecom operators shall do their attempt to enhance customer satisfaction, motivation, retention of external and internal customers, and morale competition must endeavor to ensure effective practice of TQM strategies across all departments in all telecom companies.

Based on data analysis and findings this chapter is developed and a conclusion about the impact of Total Quality Management on customer satisfaction is made. Collected information are analyzed using frequencies, percentage and other statistical calculations and interpreted accordingly.

In a study done by Armstrong, M. (2009) Total Quality Management Practice, various quality controls and implementing measures of TQM and ensuring the improvement of quality management, which has a positive impact on gaining customer satisfaction and make external and internal customers work in a better place with standards rather than making them work under pressure. He founded that some factors in the work place significantly affect not only performance of employees but also the customer satisfaction.

To test the correlation and hypothesis of the study the statistical package for social sciences (SPSS 2.0) was used. The Cronbach's Alpha value for the variables ranging from 0.614 to 0.820 shows very good reliability of the research instrument. The finding shows a strong and positive relationship between Total Quality Management and Customer Satisfaction and Implementing Strategic Total Quality Management and customer satisfaction but one of the hypotheses which was the relationship between minimizing customer complaints and customer satisfaction is not positive but rather shows negative relationship.

Research has been examined the impact of TQM on customer satisfaction motivation, retention and morale in the private and government organization. The research had the objectives to find out how the TQM practices in telecommunications companies of employee contribute to the achievement of the goals of the organization as well as customer satisfaction, both external and internal customers. External customers are the consumers or the service receivers and internal customers are the employees.

RECOMMENDATION

Customer Satisfaction and Quality Management plays a very significant role in maintaining customer satisfaction and loyalty retention not only for the telecom market but also for the entire businesses which are focusing in the customers and delivering the services. Furthermore, the customer satisfaction and quality management in the competitive markets are growing and are considered one of the most important factors for generating profits and revenues for the stability of the businesses. Despite this competitive market in the telecom market in Afghanistan, since the telecom business has started their work and operation on 2003 and earlier but in this competitive market, Customer experience has been one of the most important factors for change and differentiation and fitting in the customer's hearts and minds and dominating the entire market. The researcher recommends further researches either qualitative or quantitative on the specific aspects of Telecommunications sector in Afghanistan, mainly on the new topics arising which helps a company to be able to compete, survive and find its competitive position in the telecom market of Afghanistan. Furthermore the researchers might need to conduct researches on more advanced systems and software to analyze their findings and data and publish it on international platforms for broader audience reach as there is requirements for more researches in the telecom industry in Afghanistan as there is very few information in the telecom industry and its impact on customers life and productivity in societies and the corporate social responsibility activities besides generating profit and doing business in Afghanistan. The concept of Total Quality management and customer satisfaction in telecommunications have a great impact on Afghanistan's telecom customer

experience because in a competitive market and environment where more than five operators are operating in Afghanistan, the only important factors that distinguishes one company from another is the customer experience and satisfaction. Because all operators of the telecom offer the same service but the impact of CS enables the customers to maintain and extend their loyalty to the telecom company due to the experience they receive from the company. Therefore "Customer Experience is the next competitive battleground" based on the mentioned quotes, it's the experience and proper and on time service delivered to the customers help in their loyalty retention, recommending the operators to other friends and families they meet. Therefore, proper implementation of TQM and policies and procedures in a company enables their customers to not only survive but also generate more profit and survive in a competitive market and maintain its millions of customers. Based on the research conducted one of the main factors of success and survival of the Telecom Development Company Afghanistan is proper implementation of TQM and implementation of Business processes and policies on every stage of development as well as considering Customer satisfaction and customer experience from beginning till the present of the development of the telecom company as well as its products and services to its customers.

Due to the competition in the telecommunications market, providing high quality service and customer satisfaction and loyalty has a significant impact on maintaining the current customers and adding more customers to the company. Delivering high quality service is the main key to stable and uninterrupted competitive Advantage. Customer Satisfaction has proven to have a positive impact on organization's productivity and success. Satisfied customers mark the foundation of any successful business because when customers are satisfied, they tend to buy over and over, brand loyalty, and positive word of mouth. Researchers have found out that satisfied customers share their insight and customer experience with other people to the order of perhaps five or six people, however dissatisfied customers are more likely to tell another ten to eleven people of their experience of product or service. (International Journal of Academic Research in Business and Social Sciences, 2011)

CS is the outcome which has been felt by the customers who have experienced a company's performance that have fulfilled their expectations. After the findings and academicians argue that customer satisfaction brings a positive change to the company's future success. And have a positive impact on the company's long-term customer relationship management, customer loyalty retention, profit and revenue generation, and strategic TQM planning have a positive impact on customer satisfaction. furthermore, evidences have shown the positive connection between customer satisfaction, loyalty and retention. The service quality that is provided to the customers and meet or exceed customer expectations are mainly influenced by customers preceding outlooks.

Customer Loyalty refers to the commitment to re-buy the preferred product or service in the future, despite the situational influence and marketing efforts having the potential to cause switching behavior (Oliver, 1997).

Quality Management and CS has always been adding to the customers and customer retentions throughout the customer experience journey from buying till exit from the buying certain products or services. The journey through which customers are entering the market and using certain products and services are part of customer experience journey of the certain customers which has a significant impact for the company's profitability. (International Journal of Academic Research, 2011).

The concept of customer experience and customer satisfaction plays a very important role in Telecom industry and the market and customer experience and satisfaction is the next competitive market battlefield.

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KARDAN UNIVERSITY

RESEARCH QUESTIONNAIRE

Section A; General Information (Demographic information)

Questionnaire on Perceived of impact of Total Quality Management on Telecom Industry in Afghanistan. Mainly in Roshan Telecom. Information that this questionnaire seeks to collect will be used for academic purposes only. The response will be treated with utmost confidentiality.

N a m e :

Organization Name:

1. What is your gender?

   Male   (   )

   Female   (   )

2. What is your marital status?

   Single   (   )

   Married   (   )

3. What is your Age group?

   25-30   (   )

   31-40   (   )

   41-50   (   )

   Above 50   (   )

 2- Name of department you are working in? --

 3- What is your position in the department? --------------------------------------

 4- W h a t is the number of years you have worked in your Organization? ---------------

5- What is your education level?

Primary level ( ) Secondary
level ( ) Diploma level (
) Bachelor ( )
Post graduate level (Master) ( )

Section B; Impact of Total Quality Management on Customer Satisfaction

Questionnaire on Perceived of impact of Total Quality Management on Telecom Industry in Afghanistan. Mainly in Roshan Telecom
Use the key below to tick appropriately.

1. Strongly disagree. 2. Disagree. 3. Neutral. 4. Agree. 5. Strongly agree

S/No	Total Quality Management impact on Customer	Rating										
		1		2		3		4		5		
1	How do you rate the companies which have Up-to-date equipment for better service quality to its employees	1		2	2	3	3	4	4	5	5	
2	Does the Appearance of Physical Facilities Affect in company employee's customer satisfaction and	1		2	2	3	3	4	4	5	5	
3	Does the frontline employee's dress code affect your company's positive image in the market and among its consumers?	1		2	2	3	3	4	4	5	5	
4	Does the appearance of the physical facilities are consistent with the type of service industry and up to	1		2	2	3	3	4	4	5	5	
5	Do you recommend this company, institution or Firm to your friends or colleagues?	1		2	2	3	3	4	4	5	5	
6	How do you rate if the firm is sympathetic and reassuring, when the customer has problems and resolves customer issues on less time possible?	1		2	2	3	3	4	4	5	5	
7	Is the company you work for dependable to make secure their customers trust?	1		2	2	3	3	4	4	5	5	

No.	Question										
8	How do you rate the firm/company which is provide their services at the times promised?	1	2	2	3	3	4	4	5	5	
9	How do you rate a company which is keep accurate records due to their customer experience?	1	2	2	3	3	4	4	5	5	
10	Company Policies and Procedures are up to date and ensures all International Standards are set for	1	2	2	3	3	4	4	5	5	
11	How do you rate company in which It is not reasonable to expect prompt service from its	1	2	2	3	3	4	4	5	5	
12	Employees strive their best to help customers when required	1		2		3		4		5	
13	It's OK to be too busy to respond promptly to customer requests	1		2		3		4		5	
14	How do you rate a company which have trustworthy employees?	1		2		3		4		5	
15	how do you rate a company when their customers are feeling safe when transacting with employees?	1		2		3		4		5	
16	How do you rate the firm which have polite employees?	1		2		3		4		5	
17	Rate the company/firm who support their employees?	1		2		3		4		5	
18	Rate the company which has been expected to not pay attention for every individual customer?	1		2		3		4		5	
19	How do you rate the companies in which their employees are not be expected to give each	1		2		3		4		5	
20	How do you rate the company whose employees are not fully understand the needs of the customer?	1		2		3		4		5	
21	Employees are always trained to work on the best interests of customers	1		2		3		4		5	
22	How do you rate the company which should not necessarily have to operate at hours convenient to	1		2		3		4		5	

Section C:

2

State the extent to which you agree or disagree with statement in the table. Use the key provided below;

1. Strongly disagree. 2. Disagree. 3. Natural. 4. Agree. 5. Strongly agree

S/No.	Employee performance (Dependent Variable)	Rating				
		1	2	3	4	5
1	My company allows me to participate in evaluating my performance (self-evaluation).	1	2	3	4	5
2	I am always punctual in my duty.	1	2	3	4	5
3	I always meet my set work targets.	1	2	3	4	5
4	I am a good team player within my department	1	2	3	4	5
5	I participate in rating other employees.(peer rating)	1	2	3	4	5
6	I volunteer to take up other tasks rather than assigned work.	1	2	3	4	5
7	I always cooperate with other co-workers to perform various tasks.	1	2	3	4	5
8	Performance appraisal system is in place to measure both individual and team performance.	1	2	3	4	5
9	I strictly follow organizational rules and procedures.	1	2	3	4	5
10	I use my technical skills and knowledge to accomplish my tasks.	1	2	3	4	5
11	I keep professional association with my colleagues	1	2	3	4	5

Submission Form

Student Name		Academic Year	
Student ID		Semester	
Specialization		Title	
Supervisor comment on works originality and contribution to knowledge			

By signing this document, I verify that the work presented in this thesis in my own. It has not in part or in whole been copied from unacknowledged sources. I understand that academic misconduct is not acceptable at Kardan university and if suspected, disciplinary action will be taken against me.

Student Signature		Date	

By signing this document, I confirm that I have reviewed student's thesis report and devoid it of significant plagiarism and /or any violation of intellectual property regulations. I recommend this work for STSB approval.

Supervisor Name		Signature		Date	

Thesis Approval Form

Student Name		Academic Year	
Student ID		Semester	
Specialization		Supervisor	
Thesis Title			

STSB Assessment

The Department of Research and Development has unanimously decided that the student should be awarded the following grade.

STSB Members:

Name	Signature	Date

Vice Chancellor, Academics

Signature ………………………….…………… Date ………………...………….