

ACHIEVING CUSTOMER SATISFACTION THROUGH TOTAL QUALITY MANAGEMENT AND SUPPLY CHAIN MANAGEMENT PRACTICES: AN EMPLOYEE EMPOWERMENT PERSPECTIVE.

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Abstract

While existing literature provides the direct relationships between the practices of total quality management (TQM) and supply chain management (SCM) and achieving customer satisfaction by organizations, there is the need to explore the issues that are associated to the implementation and appropriateness of TQM and SCM practices to enable organizations to enhance their achievement of customer satisfaction. Drawing from the resource-based view theory, the structural empowerment theory and the assimilation theory, this study focuses on the role of employee empowerment in enhancing the achievement of customer satisfaction through the practices of TQM and SCM. The mixed method research design was used for the study. Questionnaires and interview guides were used for the data gathering from the employees, managers and directors of the manufacturing and services organizations in the Greater Accra Region of Ghana. The data was analyzed using the hierarchical regression analysis from SPSS and the thematic analysis, respectively, for the quantitative and qualitative designs. The results suggest that there is a negative relationship between practices of TQM and customer satisfaction while the moderating role of employee empowerment on the practices of TQM and customer satisfaction was not supported. The results also suggest that there is a positive relationship between practices of SCM and customer satisfaction while the moderating role of employee empowerment between SCM practices and customer satisfaction was supported. The study concludes that employee empowerment significantly contributes to the successful implementation and appropriation of TQM and SCM in organizations in enhancing the achievement of customer satisfaction.

Keywords: Total Quality Management Practices; Supply Chain Management Practices; Employee Empowerment; Customer Satisfaction.