



## Issues and Challenges of Total Quality Management Practices on Customer Satisfaction

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### Abstract

Total quality management practices and customer satisfaction are contemporary concerns most especially in the service sector. While analysing the issues and challenges, experts believe that customer is dissatisfied with corporate organisation and establishment due to the ineffectiveness of total quality management practices. However, this review present, investigates and identifies the challenges of total quality management practices on customer satisfaction. The review further highlights key dimensions of total quality management practices with relevant theories influencing customer satisfaction. Although, the previous association between both components holds some contradictions. However, regardless of the conceptual review, there is evidence that total quality management dimensional factors could be factors to enhance customer satisfaction. Hence, policymakers could formulate policies to drive satisfied customers and build on existing knowledge on total quality management practices. Therefore, the study further suggests that empirical research should be examined on the factors presented. Thus, implications are further discussed in the study.

**Keywords:** Total quality management, customer satisfaction, issues and challenges.

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### INTRODUCTION

The most important determinant of organizational structure is the ability to enhance its quality through the amalgamation of quality control and assurance that is built on continuous behaviour to enhance companies' operations towards quality (Jimoh et al., 2019). However, customer's satisfaction is the elements that customized the nature of products and services in the economic downturn that limit the introductions of total quality management practices in any organization be it manufacturing or in the service sector (Jimoh et al., 2019; Ogiemwonyi et al., 2020b; Sommerville & Robertson, 2000). Therefore, total quality management is companies' management approaches of improving continuous quality of services and products, processing and focusing on the needs and expectations required to increase company's performance and build customer satisfaction (Sadikoglu & Olcay, 2014). However, there are increasing issues and challenges from total quality management practices that influence customer's satisfactions Ogiemwonyi et al., (2020b), performance and retention process (Sadikoglu & Zehir, 2010). Although results from prior empirical studies from these analyses have shown great concern on challenges and issues relating to total quality and customers with insignificant results (Soares et al., 2017; Nair, 2006). The issues and challenges of total quality management practices on customer still persist in contemporary research, service quality and customer loyalty influencing the performance of retailing Ogiemwonyi et al., (2020a) because many past studies have failed to identify the main issues on

measuring the performance of research model, either from different context or industries; and the challenges that have impact total quality management practices in the service sector have not yet been adequately researched. Therefore, a systematic investigation with the appropriate methodology can significantly make some contributions on the impact of total quality management practices on customer satisfaction. The implementation of total quality management practices will positively influence the innovative process of any industry and organisation because of the elements of improvement and customer-driven structure identified in total quality management practices (Alotaibi et al., 2020). Total management practices should have the same impact – "i.e., service quality delivery" in global and local communities or emerging and emerged economies because these impacts seek to meet companies core objectives with the function to meet customer satisfaction and provides good quality to the retail loyal customer (Ogiemwonyi et al., 2020a, 2020b). Adequate involvement of personnel in quality practices will provide continual development in services and process to absorb the issues or challenges in total quality management practices.

Therefore, this goal will remain achievable to maintain customer satisfaction. Hence, this study seeks to examine the antecedences of issues and challenges of total quality management on customer satisfaction, – this makes the objective of the research paper to examines issues related to total quality management practices as it influences customer

satisfaction. The previous study has not measured these case series in the respective research area, although empirical results from these investigations have to produce controversial findings (Žabkar et al., 2010). Meanwhile, the studies of Ogiemwonyi et al., (2020b), and Chen & Tsai (2007) shows that customer satisfaction and total quality management are essential components top managers need to attain competitiveness. Therefore, the review will delineate the dimensions of total quality management practices with customer satisfaction. The following section will discuss the review of the literature.

## **Literature review**

### **Total Quality Management**

In current developing environment, it is well known that According to past literature studies, total quality could be defined in four (4) perspectives (Reeves and Bender, 1994). Firstly, total quality must follow specification, secondly, total quality must satisfy customer (customer satisfaction) or meet expectation, thirdly, total quality is associated with outstanding standard, fourthly, the total quality will help the organisation create and process the value of products and services. However, the ceaseless procedure of being dedicated to continual improvement to satisfy customers and meet their service needs could be referred to as total quality management (Kanji et al., 1992). According to Tonjang & Thawesaengskulthai (2020), total quality management is the approach that aims to maintain continuous improvement in an organisation or company to meet customer satisfaction. Researchers like Wolkins (1996) defined total quality management as a merger of the managerial approach or approaches that focused on the improvement of an organisation. Ahire & Ravichandran (2001) build on customer satisfaction and defined total quality management practices as an ideology seeking management improvement process and quality service that will extensively lead to customer satisfaction and loyalty. Some authors follow Ahire & Ravichandran (2001) approach and defined total quality management as the ideology characterised by practices, techniques, procedures and principles to meet satisfied customers (Dean Jr, & Bowen, 1994; Kull & Wacker, 2010; Sila & Walczak, 2017).

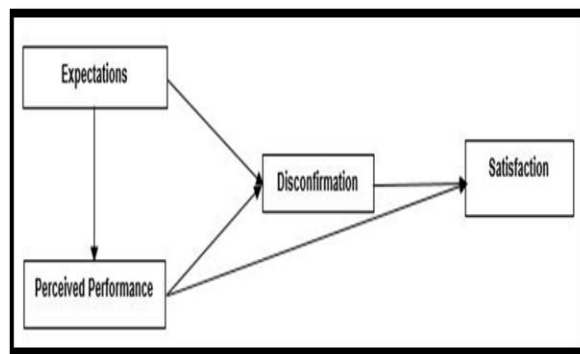
Some researchers went further to defined total quality management as a manufacturing and production approaches that describe the procedures and technicality focused to decrease imperfection from the process of production on effective service delivery (Antunes et al., 2020). Total quality management is the management that leads to the accomplishment of companies via customer expectations (Evans & Lindsay, 2008). It is a system based improvement on the quality of service that entails the exhaustive approach and philosophy (Mustafa, 2015). Numerous definitions have been provided for total quality management practices; these definitions highlight Garvin (1984) examinations that total quality management practices entail five (5) main approaches that include transcendent quality approach, product base approach, user-based quality approach, manufacturing-based approach and the value-based approach. Garvin (1984) study further argued that the implication of total quality management practices could be categorised in any of the approaches. It helps to explain the competing views of total quality management practices in the service and manufacturing sector.

### **Underpinning Theory on Total Quality Management Practices**

In measuring total quality management practices across the service sector, Oliver (1980), expectancy disconfirmation theory has been used. The expectancy disconfirmation theory is an important theory that can measure customer satisfaction with the perceived quality of products and services (Elkhani & Bakri, 2012). The expectancy disconfirmation theory has two main factors that entail perceived desire and performance in terms of customer's preference that are related to the pre-purchase period of a customer's initial expectation that is measured in the preference of total quality management. According to Oliver (1980), customer expectation could be positive or negative depending on the performance of the quality of product or service expectation that has emerged or derived. However, when a customer recognized and perceived a stronger performance on the quality of products or service that is better than expectation, then a positive preference or disconfirmation is said to have occurred. Whilst, when a customer perceived a bad performance than they expected about the quality of a product or services, then a negative disconfirmation will have emerged resulting in dissatisfaction. According to Ogiemwonyi et al., (2020b), perceived performance from positive disconfirmation will lead to customer satisfaction, while negative disconfirmation from the perceived performance from products and services will not essentially enhance customer satisfaction (Yi, 1990).

The theory of expectancy disconfirmation has been applied in many research to better understand customer satisfaction to measure required expectations from a customer in marketing research, economic analysis, customer retention, and loyalty (Oliver, 1980; Torres, 2014; Ogiemwonyi et al., 2020a; Nunkoo et al., 2020; Othman & Ogiemwonyi, 2020). The evolution of expectancy disconfirmation theory consists; expectations, perceived performance, disconfirmation, and satisfaction (Oliver, 1980). Figure 2.1 present the model that highlight the expectancy disconfirmation theory. According to Oliver (1980), expectations defined customers anticipated preferences on what they expect from a product or service. The expectancy disconfirmation theory has the ability to multiple approaches in the purchasing process. The first approach indicates that customers have the initial desire that is based on previous experience using specific products or services. The expectation of this kind requires a repurchase process that is more of a reality to customer satisfaction. Secondly, a first-time customer does not have a first-hand experience regarding the performance of a product or service being that it's the first purchase. However, the customer relies on consistent feedback from other customers who have initiated a purchase. Oliver (1980), also discussed perceived performance as customer experience after using a service that can be good or bad based on customer expectation. Customers with previous experience could hold a good desire from the previous service they have received and can offer good pieces of information to new customers based on the performance received from the product or service. Disconfirmation has defined the difference between customer initial expectation and the actual performance received from the products or service (Elkhani & Bakri, 2012), and disconfirmation could be positive-negative, or simple disconfirmation (Bhattacharjee & Premkumar, 2004). Furthermore, if the performance of products or services can exceed customer satisfaction, then positive disconfirmation will lead to satisfaction among customers. However, when

actual performance from a product or service is unable to meet customer satisfaction, then a negative disconfirmation is said to emerge and will lead to dissatisfaction among customers. When there are no usual differences between the expectation and performance from products and services, simple disconfirmation will have emerged – meaning perceived performance is the equal expectation (Oliver, 1980). Therefore, expectancy disconfirmation theory has some famous factors to measure total quality management practices; expectation, performance, disconfirmation, and satisfaction. Presented in figure 2.1



**Figure 2.1: Expectancy Disconfirmation Theory (Oliver, 1980)**

### Dimensions of Total Quality Management Practices

Total quality management practices could be a framework for product quality to enhance customer satisfaction. In this view, this literature study listed and highlighted some component that could be considered to absorb the issues and challenges in the service sector according to (Garvin, 1984).

### Performance

Construction industry is based on projects with various and Performance has characterised a process of meeting and executing a function seeking to satisfy the customer and meet their desired needs. Performance and total quality management merge component of both user-based quality approach – that entails the capacity to satisfy customer want. This approach also depends on the performance with a wide range of interest and needs to meet customer satisfaction. It entails the quality of practices of high performance in the area of interest and want (Garvin, 1984). However, performance and total quality management practices are impacted by the challenges of semantics, this describes total quality management practices that are associated with quality to meet customer satisfaction. These contestations support the customer “consumer theory (Lancaster, 1966). The theory is based on the objectiveness of customer wants to choose in which they made to get total quality from products and service. However, customer differs in rating and their approaches to satisfactions also differ (Ogiemwonyi et al., 2020b). Therefore, in all characteristic customers are important in the ratio of total quality management practices (Ogiemwonyi et al., 2020b; 2020b). Hence, performance will form a base for customer satisfaction in the generality of quality management associated with total quality which will reflect on customer’s reaction and responses. Past studies have argued that total quality management synergies the impact of company performance (Nimeh et al., 2018). Furthermore, some studies have also applied total quality management practices to maximize the manufacturing process and eliminate scraps to improve quality performance

(Flynn et al., 1995; Shokri et al., 2021). Besides, there is a consideration on the extent to which total quality management practices enhance the potential for organizational performance to improve the design for customer satisfaction (Gijo et al., 2021). Suggesting that total quality management practices are based on performance that is customer focus (Gijo et al., 2021; Ogiemwonyi et al., 2020b). These studies claimed total quality management practices could reduce cost, improve performance to established customer satisfaction from time to time (Ogiemwonyi et al., 2020b).

### Features

Features are the adornment and decoration of total quality management practices to meet customer want and gain their retention (Haffar et al., 2019). The approach of performance can also be utilised in this process to continuously improve the quality of service delivery. For instance, discounted price from retail fashion stores or free drinks from the airline when on board. Furthermore, for companies to gain competitive advantage and satisfy customers, they must also apply just in time manufacturing and inventory management system to improve their features for efficiency purposes and thus could reduce stress for customers. Features like performance should entail a clear objective and quantifiable attributes that will influence customer satisfaction (Haffar et al., 2019). Such attributes could be measured to improve teamwork to attain high profitability to improve customer satisfaction and create a climate for continuous approaches as argued by previous examinations (Garvin, 1984; Haffar et al., 2019).

Total quality management practices must improve customer satisfaction through improved company’s productivity. However, the expectancy disconfirmation theory (Oliver, 1985) suggests that organisation expand the scope of features in their decision-making process and their activities beyond policymakers to several other constituencies with interests, such as customer satisfaction and communities. The capacity of the organisation to generate sustainable features over time is valuable and determined as a component of quality between service delivery and performance preference. Over time total quality management practices appropriate corporate strategies that can enhance customer satisfaction considering the interest from expectancy. Total quality and excellence models introduce mechanisms to enhance continuous improvement through structured and systematic processes that have the approaches to meet customer need and expectations in retaining customers (Benavides-Velasco et al., 2014; Gruner & Homburg, 2000; Haffar et al., 2019).

### Reliability

In dealing with the issues and challenges of total quality management practices, reliability should be heavily considered because it is a component of quality. Reliability considers the likelihood of total quality within a specific time or period. Reliability could be measured as a “mean time to first failure” (Juran et al., 1974). However, there is a need for products to be in need for some time to know the level of relevance in service that is durable. Therefore, total quality management practices must be reliable to improve quality service that will meet customer satisfaction. According to Fragassa et al., (2014), they combined standard and non-standard tools from total quality strategy to improve product reliability; the procedure realizes a stronger correlation

between theoretical evaluation and experimental evidence for modern integration in strengthening the quality of design and process from total quality management practices. The study concluded that total quality management practices could improve the development of innovative tools in the service sector. Mukhopadhyay, (2020), underpinned that performance and quality monitoring are important themes in total quality management practices that entail reliability, thus, perceived quality must be reliable to meet customer satisfaction. In Mukhopadhyay's views, quality must be improving to minimize technical error in any sector to meet reliability standards. However, several studies have shown that total quality management does not always improve the sustainability of an organisation (Viada-Stenger et al., 2010; Sciarelli et al., 2020). This may be because; the lack of reliable standards and involvement from top managers in implementing just in time un-reliable techniques that are implemented in total quality management philosophy, thus in making progress, the quality of service implementation must be reliable to meet certifications of management practices (Benavides-Velasco et al., 2014).

### **Conformance**

Being a dimension of quality, and for total quality management practices to be effective, conformance must be specified. This is a degree to which designs of products and the operating attributes match the standards and quality of pre-established standards either internal or external structure to meet customer satisfaction (Garvin, 1984). Of the recent issue and challenges is that some proportion of these products has failed to conform with the measured standards (i.e., defects) as a major coincidence in the management practices. Reliability and conformance are closely related in the approaches of total quality management practices to gain total quality and improve the efficiency of performance. They are likely to reflect the true consumer once satisfaction is achieving on service quality rendered (Ogiemwonyi et al., 2020a).

### **Durability**

In total quality management practices, durability measures the longevity of a product and it has economic and technical dimension based on the challenges associated with customer desire and want (Cronin Jr et al., 2000). According to Garvin (1984), durability is the quality obtained from a product before it progressively becomes worse. For instance, a fluorescent bulb after so many days/ month of use, the filament get burn and repair is unfeasible, thus the fluorescent will be replaced. Therefore, when the repair is feasible, durability becomes very strenuous to interpret because product life differs with a certain change in economic condition (Garvin, 1984). In line with total quality management practices, durability is said to be the usage of products either life span, or duration customer gets from some products before it starts malfunctioning or breakdown (Mukhopadhyay, 2020; Cronin Jr et al., 2000). Customers faced multiple issues, challenges and choices whenever their products fail to weigh the expected cost and this lead to customer dissatisfaction. However, an increase in product life that is based on total quality management or improvement "when a products meet the quality and value", expectations are high, leading to customer satisfaction due to the longevity of that products; this described the economic and technical dimension found in durability as a component of total quality management practice (Cronin Jr et al., 2000; Mukhopadhyay,

2020). Durability has two essential implications when quality is concerned; durability is closely related to the component of reliability. When a product or service failed to meet quality, such a product could be scraped earlier than the products that meet reliable standards because repair could be cost-effective as such purchasing product will be effectively desirable to meet customer satisfaction (Ogiemwonyi et al., 2020b). This suggests that desirability should be interpreted with caution. However, technical improvement can be suggested for the longevity of service to effect a change on customer satisfaction. In such a situation, the environmental change could be implemented to enhance the total quality of durability (Mukhopadhyay, 2020).

### **Serviceability**

In total quality management practices, serviceability measures the quality of being able to provide serviceable good services to customers (Lee, 2011). Customers do consider the elapsed time products lasted to demonstrate satisfaction (Mukhopadhyay, 2020). A product should be serviceable to meet the speed in which the product can be put into use before its breakdown. For instance, a study on customer satisfaction that measures service quality in hypermarket mentioned that for the customer to be loyal to a particular vendor, the service received from the service personnel must meet customer demand and standards (Ogiemwonyi et al., 2020b). These acceptable services are dimensions of total quality management which could absorb the issues and challenges influencing customer satisfaction. However, some studies are of a different view of what is considered and measures acceptable service. A service provided in an unprofessional manner or careless service is classified among the issues or challenges that could impact total quality management practices which reflect on multiple standards of unprofessional behaviour leading to dissatisfaction (Lee, 2011).

### **Aesthetics**

Aesthetics is a component of Garvin (1984) user-based quality approach that deals with the quality to satisfy customer wants; to be based on the need for their desired choice and quality (Wang et al., 2010). However, a consensus view is sometimes implied on the durability of total quality received (Hsiao et al., 2016). Being an approach of user-based quality, some customers have different weights on the attainability of quality in devising unbiased judgements for preference. Although these challenges were being ignored by past studies (Garvin, 1984). Therefore, the total quality management practices model in demand curve must respond to the preference of customer satisfaction to limit the challenges impacting management practices. The attributes of aesthetic that contest the preference of customer was developed by Garvin (1984) to capture the dimensionality of total quality management practices (Kuehn & Day, 1962). According to Wang et al., (2010), a customer usually evaluates the services and products companies provided if it's based on service quality that can enhance customer satisfaction. Perceived quality is a function of the magnitude and direction on comparison of expected or perceived service function (Wang et al., (2010). Whilst, satisfaction is a function and component of magnitude of disconfirmation preference of expectation (Oliver, 1980; Peterson & Wilson, 1992).



## Perceived Quality

Aesthetics is a subjective assessment for perceived quality due to customer distributive appetite for quality because customers do not usually have the first-hand information's on products characteristics, they now rely on the indirect measure when comparing products (DF Cox, 1967). In this process, quality of the product could be evaluated on the objective of the characters they present either in brand name or image or even in the advertisement, which is more judgemental and could influence customer satisfaction. Perceived quality measure bottom line of brand identity because it is the heart of what customers are buying and will increase customer satisfaction if the total quality management practices give a clear description (Hsiao et al., 2016). According to Ogiemwonyi et al., (2020a; 2020b), perceived quality in customer satisfaction in the service sector is created by the process of service delivery (e.g., reliability, friendliness, competence, facilities, and courtesy). Žabkar et al., (2010), suggest that service quality is the structure of; technical quality – that refers to outcomes of what a customer gets. And the functional quality – refers to the process of how customers get what they intend to get. The result of what a customer aims to get from total quality management is somewhat functional in nature. The importance of total quality management practices in the service industry is perceived by customers in the ratio of perceived quality.

## ISSUES ASSOCIATED WITH TOTAL QUALITY MANAGEMENT PRACTICES

The previous section examines some antecedent's dimensions on total quality management practices in the service sector i.e., economic or business. However, issues and challenges of total quality management persist, and the philosophy of total quality management practices on customer satisfaction is a core structure for competitive advance (Ezenyilimba et al., 2019; Mushtaq et al., 2011). The issues and challenges associated with the impact of total quality management practices on customer satisfaction have a negative consequence in the service sector for business success. However, the importance of total quality management practices on customer satisfaction could help to create a competitive advantage for the business. Total quality management practices influence customer satisfaction and that is the top target goal for any enterprise and contemporary company that seek to retain loyal consumer (Ezenyilimba et al., 2019). The challenges of total quality management practices on customer satisfaction in the business organisation have been a recurrent issue for academia to investigate. Subsequently, existing studies have provided numerous views concerning the approaches in which they applied between these linkages and the gap still exist. Firstly, on the existing gaps, most of the literature reviews studies and empirical research had partially focused on manufacturing industry alone to examine and investigate total quality management practises on customer satisfaction without the consideration of another sector of the economy (Kumar et al., 2020; Jitpaiboon & Rao, 2007; Sindhvani & Malhotra, 2018).

However, there are adequate necessity for additional studies in a different field in the service industry i.e., hotel industry and several other industries that contribute towards the development of the economy (Ogiemwonyi et al., 2020a; 2020b; Rahman et al., 2015; Ang et al., 2011; Juneja et al.,

2011). Another issue regarding the antecedents of total quality management practices on customer satisfaction either in business or service organisations in the developing nations need more investigations to unravel the challenges impacting these relationships in the respective research area. Thirdly, some pre-existing studies linking total quality management practices and customer satisfaction come to an end with contradicting findings and results in Kim et al., (2012), with no impact (Pekovic & Galia, 2009). While some have shown meaning findings (Sarkees & Hulland, 2009). Therefore, the debate on the impact of total quality management practices on customer satisfaction should not be overlooked since customers are the drivers of any enterprise for innovative purposes. Another issue to be considered is that conclusions and findings are not being specific about which total quality management practices leads to achieving both quality and customer satisfaction in the service sector or economy. Although different examinations have used varying total quality management practices model or framework to examine the impact of customer satisfaction. And the majority of these model was merely developed for the company's operation. For example, Bon & Mustafa (2013) examines the impact of total quality management on innovation in a service organisation with a review of the new conceptual framework. Further examples where the study of Li et al., (2018) who investigated the impact of total quality management practices on green innovation, focusing on stakeholder to incorporate green management into their business to build customer needs and satisfaction. Lastly, previous studies on the impact of total quality management practices on customer satisfaction have failed to identify customer focus as the main dominant factor of total quality management practices in association with a customer satisfaction, thus, research on customer satisfaction level as a performance indicator for total quality management practices should be researched in the service sector (Anil & Satish, 2019).

## CUSTOMER SATISFACTION ON QUALITY MANAGEMENT

In marketing studies, customer satisfaction measures products or services supplied by a firm or company to meet customer expectancy (AK, 2017). With companies, customer satisfaction could have a powerful rating. Customer satisfaction is becoming an increasingly notable topic in many organisations, companies and academic research. One main logic supporting this interest is that customer satisfaction is believed to be connected with fruitful quality management practices from the companies' viewpoint. Although previous studies have connected the relationship between customer satisfaction and quality management practices (Söderlund, 1998). Concerning the question and research goal, this conceptual paper put forward that total quality management practices and customer satisfaction is under two conditions i.e., "low satisfaction or high satisfaction" and the conceptualisation is different to examine total quality management practise being a component that entail customer behaviour leading to satisfaction (Söderlund, 1998). Both low and high satisfaction is built on different assumptions and it is possible that customer satisfaction could be bipolar in construct based on the assumption of previous studies (Hausknecht, 1990). With the bipolar view, the antecedents of customer satisfaction with another component could be different at various levels. For instance, a company that engages in quality control and management

could increase customer loyalty by actively aiming to increase the measure of customer satisfaction (Ogiemwonyi et al., 2020b). This could be a strategy to link customer satisfaction and total quality management in the service sector.

However, an increase in customer satisfaction may not necessitate an increase in customer loyalty among every customer if the association of customer satisfaction and customer loyalty differs at the level of satisfaction (Ogiemwonyi et al., 2020b). Due to that fact, pursuit seeking to increase the level of customer satisfaction should emanate from total quality management practices, and could be efficient to capture loyal customer (Ogiemwonyi et al., 2020a). For instance, the positive association between a loyal customer and customer satisfaction could be stronger for most satisfied customers who received good quality from the firm, but weak when they received low quality and they may be dissatisfied in total quality management practices. For a customer to be satisfied, the impact of total quality management practices needs to be more efficient and satisfactory when aiming at customers (Söderlund, 1998).

## IMPLICATIONS

The study examines issues and challenges of total quality management practices in the context of customer satisfaction along with some dimensions of total quality management practices influencing customer satisfaction. It identifies major factors and offers possible explanations for observed inconsistency. The study further provides issues associated with total quality management practices in respective research areas base on the outcome of previous research highlighting the gaps in the literature. Surprisingly, not many studies have examined some of these dimensions highlighted in the study with the application of the expectancy disconfirmation theory in the context of customer satisfaction. Theoretically, research proposed a different framework with the variables highlighted in this study base on the outcome, thus applying the issues presented as a base. Secondly, policymakers in public and private organisations can implement the aforementioned issues highlighted in the study to improve the total quality management practices to advance customer satisfaction. According to total quality management philosophy, policymakers must understand the implementation of total quality as a preference for achieving organisation performance from time to time. These dimension examined in the study offers a different constructive approach for an organisation to enhance service performance. Therefore, managers should be able to promote the positive influence of total quality management practices via the company's performance to maintain competitive advantage. Furthermore, developing total quality management practices requires the consideration of several aspects of successful implementation such as securing a commitment from the top manager, having sufficient resource to integrate several approaches, and having suitable training that will enhance quality could contribute to added advantage for policy implications from management perspective.

## CONCLUSIONS

The review highlights issues and challenges of total quality management practises based on customer perception on the outcome of service evaluation from the process in which service has been served. However, it is the proportionate to know which service meets customer need or the expectation

their satisfaction is rated on. One of the main objectives of this review was to have a better understanding of the challenges emanating from the association of total quality management practices on customer satisfaction, and also to gain knowledge on these issues influencing satisfaction and how to resolve them. Customer satisfaction is important in any service sector and total quality management practices are among the leading structure that has a direct link with customer satisfaction. In this view, companies seeking to gain loyal customers could apply factors highlighted on the dimensionality of total quality management with a focus on managing its customer because the level of satisfaction from customers is key for a business to succeed and prosper in present-day economy. Companies need to catch up by reaching customer need and deliver essential quality service for just in time purposes to return or improve the company's investment. This review suggests that contemporary companies can benefit from how customer perceive total quality delivery and knowing how to measure service equity and quality following the dimension highlighted in the literature. Furthermore, it is important for companies in the service sector to provides a wide range of total quality management practices and services to customer even if these customers are not aware of it but it will help to retain trust and loyalty, thus, leading to customer satisfaction. By so doing will increase the overall performance of the company and customers will be satisfied.

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