INVESTIGATING THE QUALITY MANAGEMENT INITIATIVES IN HIGHER EDUCATIONAL INSTITUTIONS ON CUSTOMER SATISFACTION.

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Abstract: With a mandate to general demand on quality education globally, educational administrators have increasingly embraced quality management as an important process through Deming theory of quality assurance for creating global staffs' mind-sets on quality and to enhancing a profound quality achievement in Higher Education Institution (HEI). Meanwhile, HEI applaud this quality movement from the business to the field of education. With rises of fundamental question that is seldom asked when quality service in learning industries are chosen: "Is quality of particular HEI met customers' expectations?" To respond to this question, the study presents perception of students in one of Malaysian university which engaging in organizational quality management initiatives. In this study, quantitative data collected investigating the extent the -PDCA of HEI in term of quality management initiatives met the customer expectation through Factor Analysis technique. It was observed that there is an increase in the quality culture of management, particularly in planning process and controlling strategies that enhances the increase resources for learning across multi-cultural students. Thus, study argues for further discussion and research about, consideration of large geographical institutions to stimulate generalization of quality management initiatives in learning institutions nationwide.

Introduction: There was no doubt that all universities globally are expected to involve in quality management in order to provide adequate services that meet customer expectations. Recently, global demand on quality educational service fine-tunes the situation of educational management system among developing countries. Where the educational system has now become inevitable and tremendously transforms the strategies of managing HEI towards the achievement of major goal and objective of education globally. The realization of quality management services among the HEI administrators is substantially improves the service delivers, and development of educational industries in few countries.

Internationalization system witnesses by Malaysian educational industries as example has been another profound source of effects to the improvement which enforces the authorities of education increase the places of learning in order to meet the global standard and be accepted worldwide. It is now important for both private and public universities to work together in order to generate more professionals as emphasized in Malaysian National plan that; national human resource is crucial especially where the students' total enrolment is expected to up to 2,267,800 by the year 2020 agenda (Economic Planning Unit, 2006).

Problem Statement

Despites the fact, how can quality of HEI met the customer expectations in this period that HEIs are expected to generate their found lonely. Since the public HEIs are less depending on government fund and have to seek their sources of revenue from private means, researches and consultancy services (Morshidi, 2006). This has been a concerned that needs investigate through the perception of students if the strategies adopted from business orientation through quality assurance management of HEI met the expectations of customers nationwide.

At this present, without meeting the customer expectation by the institutions, there would be unsustainable as well as lacking in management of institutions of higher learning. The most significant function of HEI is to survive, have efficient management that would create improvement in both human resources performance as well as student's achievement. Thus, making quality management initiative works, it requires implementation of quality assurance theory of *PDCA* -Plan, Do, Check, and Act in HEI (Deming, 1982).

Admittedly, understand the quality delineates enhances the leaders in HEIs possess new knowledge about quality trends, capable of assuring quality and thus skillful to be effectively cope with organizational changes.

Purpose of the study

Considering the "quality management initiatives" in HEI is highly challenge process in which it requires 'strategies' to overcome the challenges and changes in meeting the customers expectation. The purpose of this study is to investigate the extent to which quality management initiatives in HEI through quality assurance procedure met the customer expectation. This study also purposefully offer solution to the HEI leaders by follow basic quality management initiative approach of quality assurance theory by planning on quality, Doing quality, controlling for quality, acting on quality on customer satisfaction. Thus, there are strategic processing stages of Deming theory in managing educational institutions for survival of the quality achievement on customer satisfaction which lead to development of quality management issues in the past decades.

Conceptualizing quality management initiative in HEI

Quality and excellence have always been a keen concern for administrators in higher education. The debate on how to manage or improve quality internally has intensified in more recent years. The terms quality management, quality assurance, quality improvement, quality control and quality assessment are some of the key terms employed to describe the institutional process of service focusing on quality issues.

However, Quality is simply defined as excellent, conformity, satisfaction, fitness, and value for money (Harvey and Green, 1993; Parri, 2006). Meanwhile, Quality management initiatives cannot function without the quality assurance which as influences facets of controlling, planning, improving/acting on quality. Thus, quality management is guarantee when the responsibility of management in HEI is closely related to quality assurance

processing on customer satisfaction (Lasisi, et. al., 2013).

Development of Quality Management from corporate into Higher Education industries

Quality is hallmark of excellent managers in any sector. There was no doubt that quality assurance initiatives implemented in HEIs originated from quality management initiatives of productions industries. It is argued that quality management model through quality assurance circle cannot be applicable in HEIs due to unlike the industries and corporate that deals with products not in terms of services as in education to human being. However, developing quality management theory by Deming rooted from Middle Ages (1200-1799) where the guilds-skilled craftsmen were responsible to control their own products. By Mid18[th] century, there is increases of industry and requires improvement in the productivity. At the same time, this trigger the management and quality researchers strive to maintain quality as root of product and services for customer satisfaction.

In this regard, quality management initiative method was developed by Deming in US industry during and before the Second World War (Sabet, et. al., 2012). The method further refined in Japan where it received quality award and continues as tradition of Japanese till now. Several business and corporate sectors realized this method improve their productivity and care for society needs. Based on this, this method is now adopted into educational industries which are benefits for services provided in HEI (Edward, 2002). Consequently, HEIs are requiring technological advancement and methodological tools in carrying out quality

aspect of services. Despites, quality management still requires strategies and implementation of corporate tools in carrying out the expectations of the customer for quality achievement that can leads to true satisfaction in HEI.

Deming Quality Assurance framework

Quality assurance is about consistently meeting customers' expectations while in product denoted meeting the specification or getting things right first time, every time (Adebayo, 2007). Quality assurance in the university system implies the ability of the institutions to meet the expectations of the customers and human resource in relation to quality of skills acquired by their outputs (Ajayi and Akindutire, 2007).

Equally, it can be said to be the ability of the universities administrators to meet certain criteria relating to academic matters, students services, staff, staff development and other activities. For quality management initiatives to be achieved by university, it requires to follow PDCA-theory of Edward Deming the guru of quality assurance. The theory liking administrators to base on P-plan, D-do, C-check/control/study and A-act in their action plan for managing HEI.

FIGURE – 1: DEMING THEORY OF QUALITY ASSURANCE INITIATIVES
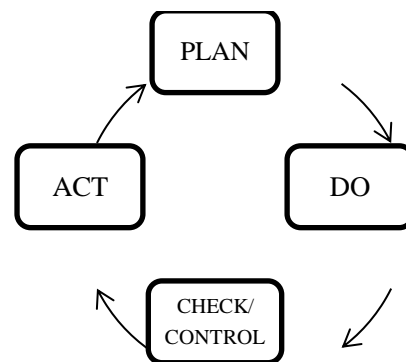
By applying the approaches of PDCA (figure 1), it enhances in surviving the quality achievement, development of conformity, establishing standard, and it makes HEI to be relatively superior among others in the world. Thus, quality assurance is a key component of successful in internationalization, as mechanism for building institutional reputation in a competitive local and global arena and necessary foundation for consumer protection (NUC, 2007).

Strategic Processing Stages of Deming Quality Assurance theory in managing HEI

Plan: planning for quality is essential aspect of HEI. It is a major part of leadership role in HEI. It not extremely the role of leader but as a collective role of all in HEI. This involves the academic as well as management level of education. Management in HEI realized those customers are needed to be assured of quality in order to improve the profit or integrity achievement of HEI. This can increase the local as well as foreign customer number attending HEI. Thus, planning for quality would be the culture when HEI leaders understand quality as major priority of an institution. Nevertheless, planning stage of quality assurance ask a question of *"what is the HEI trying to do".*

Do: Administrators as leaders in HEI are responsible for proper planning and implementing the strategic plans for satisfying the customers. Strategic Planning is managerial tool that is readily available to measure the future of HEI. It is a tool that is systematically used to help higher educational community deals with challenges circumstances.

Strategic planning is an advantage tool for management for building a standard strength and identifies the external opportunities in order to overcome the weakness and minimizes the internal as well as providing solutions to internal challenges. To answer the DO question of *"How is HEI trying to do it"* i.e quality assurance initiatives in HEI on customer satisfaction, employ strategic planning processing steps, it needs to be accounted for by HEI leaders (Lasisi and Hairuddin, 2010).

Initial stage of strategic planning process allowed the institution to set and identifying its vision and mission for quality services development. Once these are clearly defined, it moves on to a series of analyses, including strategic analysis (assess the external and internal environments to identify strengths, weaknesses, opportunities, and threats), strategic choice (which provide a context for developing organization's strategic issues) and strategic implementation (formulate strategies to manage the issues identifying facing the HEI), and the institution develops specific strategies including strategic goals, action plans, and tactics to achieve the aims customer satisfaction in HEI.

Emergent strategies evolve, challenging the intended tactics, and altering the realized strategy. Thus, institution management periodically evaluates its strategies and reviews its strategic plan, considering emergent strategies and evolving changes on customer expectation (Lasisi and Hairuddin, 2012).

Control/Check: this is quality assurance stage where question of *"How does HEI know it works".* Quality control is leader's responsibility for customer satisfactory in HEI. Quality control is the process involves or applied by the administrators to see quality aim is achieved in HEI or through assessing the indicator of performance and measuring the success of output. Olagboye (1997) defined quality control as the management arrangement or the mechanism put in place to maintain the degree of excellence of a product or service.

As applies to education, it means, the mechanism by which an education system ensures that the service delivers or intends to deliver serve the purpose for which it is intended. Kerzner, (2001) explain that quality control is a collective term for activities and techniques, within the process, that are intended to create specific quality characteristics. Such activity allowed the administrators to involve or applies continually in monitoring processes, identifying and eliminating problem causes, use of statistical process control to reduce the variability and to increase the efficiency of the process in HEI (Lasisi and Hairuddin, 2010). When the quality control certifies that means the organization's quality objectives are being met and standard (Kerzner, 2001; Rumane, 2011).

Act: focuses on the means by which HEIs ensures quality service provided remains relevant and appropriate to the needs of the customers and the societies. This means involves series of operational techniques and activities which involve action plan in quality strategy.

Thus, index for quality assurance act in education is "*how does the HEI change in order to improve"*. These changes occur by

reviewing and focusing on feedback from customer in term of services provided in HEI. This may be teaching-learning, administrative service and other operational performance. Thus, quality assurance indicates the preeminence and special features that make the institution distinct from other on customer satisfaction.

Customer Satisfaction

Customer satisfaction is the authority mandate given to the administrators in order to motivate the customers through value worth service provided. Previous research has found that there is relationship between employee service and customer satisfaction. This is through authority possessed by the employee in motivating the customers towards valuable services provided (Fulford and Enz, 1995).

Similarly, recent research indicated that consistent in commitment of the employee influences customer satisfaction (Almana, 2013). However, the essential value to HEI is to satisfy the customers. This is because customer satisfaction play pivotal role in management achievement in organization. Admittedly, effectiveness and efficiency of HEI administration is believes to make a high level with respect to quality services provided that can leads to customer satisfaction.

FIGURE - 2: QUALITY MANAGEMENT IN HEI VS CUSTOMER EXPECTATION

QM (Services in HEI)   Customer Expectation from HEI
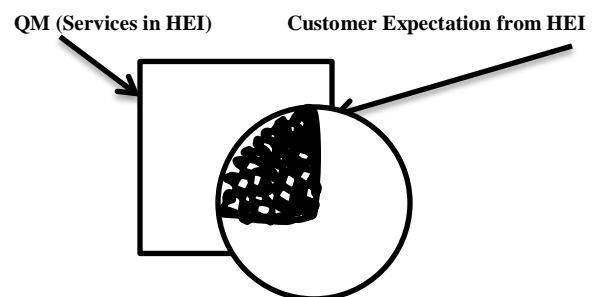
According to figure 2 above, if the expectation of the customer is more than what the organization serves, it means the HEI service is not satisfy the immediate customers. On the other hand, if the customer expectations meet the HEI services, then the shaded part of the circle will be filled with black colour or the circle will move inward than half of the circle. The QM rectangle penetrated into oval of customer expectation as in figure 2 above.

At this point, to be continues in quality and survive in turbulent world of competitive advantage among institution of higher learning, quality service is considered to be in place which considers quality assurance adequate to achieve customer's satisfaction (Deming, 1982; Edward, 2002).

Therefore, investigating quality management initiatives in HEIs on customer satisfaction ensure continuity in quality and improvement the management service in HEIs.

Methodology

Customer satisfaction is a propelling approach of managing people in places of work in order to assure changes in the system, realizing quality outputs toward customer's needs.

Almana, (2013) asserted that the key viable in many corporate organization is customer satisfaction which liking other variable to attain the goal of the business. However, customer satisfaction is adequate to be investigated in HEI in order to continues and exceed the customers expectation. The purpose of this study is to examine the extent to which HEI in term of quality management met customer expectation. This study examines quality management services in term of plan, do, check, and act on customer satisfaction among students of public university in Malaysia. The global Premier Islamic University Malaysia, - International Islamic University Malaysia (IIUM) which located in Gombak was selected.

The survey questionnaire was adapted service-quality assessment instrument developed by the Association of Research Libraries with Texas A&M University Library (Morales, et. al., 2011) and modifies to shut the quality management service in HEI. It was distributed among HEI student of 300 sampling based on convenience sampling method. Thus, sample demographics are described and survey results are organized mainly on four key research questions.

Only 22 statement items employed which the content is on plan, do, check and act with 5 point Likert-type scale (1- not really satisfied, 2-not satisfied, 3-neutral, 4-satisfied, 5- really satisfied). Measure of quality management in term of services provided and the extent on customer satisfaction in term of agreement to the service statements were included in the survey questionnaire.

Validity and Reliability Analysis

Validity and reliability were done to understand the internal consistency as emphasized that reliability is the extent to which a research instrument or method is repeatable (Bartlett and Burton, 2007) while, Corbetta, (2003) states that reliability is the degree to which a given procedure for transforming a concept into a variable produces the same results in tests repeated

with the same empirical tools (stability) or equivalent one.

Content Validity was applied to the questionnaire with the help of statistic expertise. This is to identify the ambiguous words while some words were replaced for clear and understanding by the respondents. Data collected was run through SPSS 20 version to clearly indicate that validity is measured empirically by the correlation which is theoretically defined quality management.

Reliability statistics was done using Cronbach alpha on quality management factors (Table 1) where total items revealed; Cronbach alpha 0.849 with 22 items. The table 1 shows the reliability statistic of the study survey. Thus, the result indicated that the research items were good to proceed in the analysis.

According to Hairs *et, al.,* (1998:118) generally agreed upon limit for Cronbach's Alpha is .70, further that it may decrease to .60 in exploratory research.

TABLE – 1: RELIABILITY OF THE CONSTRUCT

CONSTRUCT	ITEMS	CRONBACH'S ALPHA
Quality management initiatives	QM1-QM22	.849

Factor Analysis

After assessment of the suitability data, factor analysis was employed with Varimax. Rotation was done to identify the underlying factors. Quality management initiative construct was run only on the factors with Eigenvalues of 1.0 and greater were retained. With reference to Hair's (1998) factor loading and total number of responses (209 usable and others due to incomplete survey) enables the researcher to set the criteria; that all items less than 0.4 should be deleted.

As a result, there was an indication of good inter-correlation among the items that justified the uses of Factor Analysis. The correlation matrix result of the initial analysis shows some correlations of r=0.3 or greater while its p<.05 (Tabachnick, B. G., & Fidell, L. S. 2001cited in Pallant, 2007).

Through the initial analysis, the researcher observes cross-loading under criteria set of 0.4, while the analysis suggest to remove the cross loading items of (QM13, QM2, and QM19, QM15, QM6, QM20).

Thus, the study was statistically significant. Communalities of the second analysis revealed that there were no items extracted lower than 0.5.

The output of the analysis of the items were fit at suppressing value of 0.4 that include the *Bartlett's Test of Sphericity value* ,which was significant at 0.000, the *determinant value* at 0.001, and the *anti-image* observes to be greater than 0.5.

These show that factor analysis is appropriate and it is supporting the factorability of the correlation matrix (Pallant, 2007: 190), the overall MSA i.e. Kaiser-Meyer-Olkin Measure of sampling Adequacy was 0.653 accepted for educational purposes.

Table 2 and 3 show the results below:

TABLE - 2: KMO AND BARTLETT'S TEST FOR QUALITY MANAGEMENT INITIATIVES (QM)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.653
Bartlett's Test of Sphericity	Approx. Chi-Square	1734.919
	Df	120
	Sig.	.000

Thus, the items undergo descriptive only in order to identify the total frequency of agreement and disagreement among respondents on customer satisfaction in HEI. Total variance explain by QM variables is 65.02% with total record of four constructs of plan, do, control/check, act) in table 3.

TABLE – 3: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.591	28.695	28.695	4.591	28.695	28.695	3.176	19.850	19.850
2	2.749	17.180	45.875	2.749	17.180	45.875	2.972	18.576	38.426
3	1.739	10.870	56.745	1.739	10.870	56.745	2.414	15.090	53.516
4	1.323	8.270	65.015	1.323	8.270	65.015	1.840	11.499	65.015

Extraction Method: Principal Component Analysis.

Meanwhile, four components of QM were re-named as (QMP-Quality Management Plan, QMD- Quality Management Do, QMC- Quality Management Control, QMA-Quality Management Act) total recorded were 4.591, 2.749, 1.739, 1.323 respectively. Admittedly, Table 4 shows the final items for answering the research questions where

each component was renamed based on loaded items. Meanwhile, table 5a measures the reliability of total new rename variables of Quality Management initiative on customer satisfaction and table 5b indicates the items representative.

TABLE - 4: ROTATED COMPONENT MATRIX[A]

	Component			
	1	2	3	4
QM8	.832			
QM10	.817			
QM9	.800			
QM11	.700			
QM7	.631			
QM4		.762		
QM5		.735		
QM2		.723		
QM1		.698		
QM3		.643		
QM16			.871	
QM14			.819	
QM17			.771	
QM18				.795
QM21				.602
QM22				-.558

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

TABLE - 5A: RENAMED CONSTRUCTS TOTAL RELIABILITY

Cronbach's Alpha	N of Items
.742	16

TABLE - 5B: RENAMED CONSTRUCTS

Items Renamed	Loadings
QMC- Quality Management Control	

QM8: Customer's service information easily realize when requested	.832
QM10: Quality management administrators give individual customer attention	.817
QM9: Quality management administrators instill confidence in customer	.800
QM11: Quality management administrators are consistently courteous	.700
QM7: Customer's information quickly find by administrative resources when needed	.631
QMP-Quality Management Plan	
QM4: Management plan with modern equipment that lets me easily access the information I need	.762
QM5: Management makes the information on any service request easily accessible for independent use	.735
QM2: Management plan website that enables me to locate information on my own	.723
QM1: Management plan an easy-to-use access tools that allow me to find things on my own	.698
QM3: Management plan the electronic resources that are accessible from my home or office	.643
QMD- Quality Management Do	
QM16: Quality management administrators are always willing to help the customers	.871
QM14: Quality management administrators deal with customers in a caring fashion	.819
QM17: Quality management administrator show dependability in handling customer's service problems	.771
QMA- Quality Management Act	
QM18: Act on quality is quiet advantage for individual activities	.795
QM21: Act on quality ensures the management provides large community spaces for group learning and group study	.602
QM22: Act on quality is a breakthrough for customer's study, learning or research	-.558

Results and Discussions

Descriptive Statistics for Research Questions

The percentage rate of the respondent's opinion simplifies the findings which indicate the level of achievement and the importance of sustainability awareness and integration in HEI.

The demographic indicates the total number of respondents that taking part in survey is 209. Females (130, 61.0%) and Males were (79, 37.1%). Majority of the respondents were age (18-25 years: 50, 23.5%), (26-34years: 132, 62%) and (35 years above: 26, 12.2%) while some are local students of 156, 73.2%. Only 52, 24.4% were international students. The respondents were from department of Law: 40, 18.8%, Education: 39, 18.3%, Islamic revealed knowledge and Human sciences: 58, 27.2%, Engineering: 18, 8.5%, ICT: 14, 6.6%, others were either Economics/foundation/Graduate school of Management: 39, 18.3%.

Meanwhile, frequency (N), Percentage (%), Mean (M) and Standard deviation (SD) elucidates more on the extent to which quality management initiatives in HEI met customer's expectation in term of satisfaction. The five point likert scale merged into three point scale for simplicity of the findings in order to understand level of satisfaction. The highest percentage in satisfaction level shows –meet/or not meet/ or neutral with customer expectation.

Therefore, Table 6.1- 6.4 below shows the result and discussion based on the research questions (RQ).

TABLE – 6: RQ1. TO WHAT EXTENT DOES QM OF PLAN ON CUSTOMER SATISFACTION IN HEI?

Items	Not Satisfi	Neutral	Satisfied	Mean	Std. Deviat

	ed N %	N %	N %		ion
Q M1	11 5.2	60 28.2	137 64.3	3.78 85	.80064
Q M2	13 6.1	61 28.6	134 62.9	3.79 81	.84989
Q M3	51 23.9	61 28.6	96 45.1	3.42 31	1.0740 0
Q M4	10 4.7	98 46.0	100 47	3.48 08	.66639
Q M5	89 41.8	37 17.4	82 38.5	3.00 00	.96309

N=frequency, %=percentage

From the result shown in the table 6.1, the respondents expressed their satisfied opinion that management plan is an easy-to-use access tools that allows customer to find things on their own whereas (137, 64.3%), only (11, 5.2%) not satisfied while (60, 28.2%) of the respondents were neutral.

Majority of the respondents (134, 62.9%) expressed that management plans website that enables customer to locate information on their own only (13, 6.1%) respondents not satisfied to the statement that management plans website that enables customer to locate information on their own.

Similarly, more than one-third of the respondents (96, 45.1%) express their satisfactory that management plan the electronic resources that are accessible from their home or office. The level of satisfactory of the respondents showed a good indication of achieving quality by plan the electronic resources that are accessible from their home or office in HEI.

While the interval between satisfaction and not satisfaction of respondents (100, 47.0%) based on the statement that management plans modern equipment that lets them easily access the information they need, is higher than to not satisfied (10, 4.7%) on management plans modern equipment that

lets them easily access the information they need, meanwhile, (98, 46.0%) respondents are neutral to the statement of management plans modern equipment that lets them easily access the information they need. Admittedly, (89, 41.8%) respondents not supported that management makes the information on any service request easily accessible for independent use in HEI. Moreover, above one-quarter of the respondents (82, 38.5%) satisfied that management makes the information on any service request easily accessible for independent use.

However, the finding from this research indicates that quality management initiative on customer satisfaction is highly met expectation of the customers and it is an advantage to improve more on management makes the information on any service request easily accessible for independent use in managing HEI.

TABLE – 7: RQ2. TO WHAT EXTENT DOES QM OF DO ON CUSTOMER SATISFACTION IN HEI?

Items	Not Satisfi ed N %	Neutr al N %	Satisfi ed N %	Mea n	Std. Deviati on
QM 14	45 21.1	58 27.2	105 49.3	3.38 94	.93627
QM 16	112 52.6	2 0.9	94 44.1	2.72 60	1.29916
QM 17	42 19.7	63 29.6	103 48.4	3.51 44	1.04940

N=frequency, %=percentage

Quality Management is a process in which sustainable development been shared and ideas of quality achievement in HEI. It is also the art of removing barriers of resistance to change in managing HEI towards quality achievement.

However, table - 7 uncovered the extent to which quality management being achieved through customer satisfaction in HEI. The respondents expressed their opinion that quality management administrators deal with customers in a caring fashion. Where only (45, 21.1%) expressed that quality management administrators deal with customers in a caring fashion not satisfied in HEI. More than one-half of the respondents (105, 49.3%) accepted that quality management administrators deal with customers in a caring fashion while, (58, 27.2%) respondent on the opinion of neutral.

The research indicated that quality management administrators deal with customers in a caring fashion in HEI. It is advantageous because it provides better skills to confronting any leading challenges in future. Besides, more than 111 respondents identify their level of not satisfied (52.6%) on quality management administrators are always willing to help the customers.

Similarly, the respondents (94, 44.1%) emphasized that quality management administrators are always willing to help the customers.

Thus, another findings show that quality management administrators show dependability in handling customer's service problems in managing HEI. This because (103, 48.4%) respondents satisfied that quality management administrators show dependability in handling customer's service problems in managing HEI.

Meanwhile, only (42, 19.7%) not satisfied that quality management administrators show dependability in handling customer's service problems in HEI.

TABLE – 8: RQ3. TO WHAT EXTENT DOES QM OF CONTROL ON CUSTOMER SATISFACTION IN HEI?

Items	Not Satisfied N %	Neutral N %	Satisfied N %	Mean	Std. Deviation
QM 7	44 20.7	2 0.9	162 76.0	4.15 87	1.19533
QM 8	14 6.6	29 13.6	165 77.5	4.41 83	.96462
QM 9	11 5.2	38 17.8	159 74.7	4.28 37	.94349
QM 10	29 13.6	7 3.3	172 80.7	4.34 62	1.06566
QM 11	70 32.9	- -	138 64.8	3.78 85	1.33096

N=frequency, %=percentage

However, table - 8 indicates how the quality management initiatives meet the customer expectation in term of the extent of satisfaction in HEI. More than half (162, 76.0%) of the respondents expressed their satisfaction opinion that Customer's information quickly find by administrative resources when needed. Whereas only (2, 0.9%) reported of neutral that Customer's information quickly find by administrative resources when needed, and (44, 20.7%) were not satisfied that Customer's information quickly find by administrative resources when needed in HEI.

More than one-eighth of the respondents (29, 13.6%) were neutral to statement of Customer's service information easily realize when requested and others (14, 6.6%) not accepted that Customer's service information easily realize when requested. But huge number of respondents (165, 77.5%) address satisfied that Customer's service information easily realize when requested.

The above table also indicated satisfactions on quality management administrators instill confidence in customer in HEI. It is advantageous because only (11, 5.2%) were not satisfied to statement that quality management administrators instill confidence in customer. Besides, only (38, 17.8%) respondents identify their level of neutral.

Majority of the respondents (138, 64.8%) satisfactorily emphasized that quality management administrators were consistently courteous. Thus, finding shows that quality management administrators give individual customer attention in management service in HEI. This is because majority (172, 80.7%) respondents totally satisfied with HEI services provided.

TABLE – 9: RQ4. TO WHAT EXTENT DOES QM OF ACT ON CUSTOMER SATISFACTION IN HEI?

Items	Not Satisfied N %	Neutral N %	Satisfied N %	Mean	Std. Deviation
QM 18	43 20.2	82 38.5	83 39.0	3.26 92	.98521
QM 21	20 9.4	11 5.2	177 83.1	4.43 27	.96574
QM 22	65 30.5	17 8.0	126 59.1	3.69 71	1.28522

N=frequency, %=percentage

From the result shown in the table 6.4, the respondents (43, 20.2%) not satisfied with statement that action on quality by management is quiet advantage for individual activities. They (83, 39.0%) expressed their opinion that act on quality is quiet advantage for individual activities is satisfied because action in managerial service integration quality in HEI while others were (82, 38.5%) neutral.

Moreover, only (20, 9.4%) were not satisfied to the statement action on quality by management is quiet advantage for individual activities, while (11, 5.2%) of the respondents were neutral. Majority of the respondents (177, 83.1%) expressed satisfied that act on quality ensures the management provides large community spaces for group learning and group study. However, (126, 59.1%) satisfied that act on quality is a breakthrough for customer's study, learning or research.

Thus, the finding from this research indicates that level of satisfaction by the customer is encouraging in term of management action on quality service in HEI.

Advantages of meeting customer expectations

As action on quality is a breakthrough for customer's study, learning or research, it is also important to meet customer expectations to an extent if not beyond. This would give high hand in overcoming competitive advantages among other institutions. It enunciates the image of such institution worldwide.

It is important to meet customer expectation in order to improve enrolment states and upgrade the status of the institution in ranking systems. At this present time, meeting customers' expectations enhance in research, consultancy and replicating in memorandum by other institutions of higher learning with successful institutions. Thus, pontificates on customer expectation achievement brought more external opportunities that it threat.

Conclusion

Quality management is an idea of 'sustaining' which implies target of quality accomplishments in HEI. Sabet *et, al.,* (2012) found that there is need to train or concentrate attention about what quality management is as it is a gap among HEI administrators in this present time. This is because managing institutions of higher learning requires commitment.

However, considering achieving quality if customer expectation is to be met, management needs to pursue quality in all institution activities, plans ahead and reviews action plan regularly. Thus, quality appears in management culture, but, it is a responsibility of all in managing HEI.

Quality management initiative gives understanding about the extent in which HEI satisfy the customers. Finally, the same research indicated that studying part of HEI is insufficient. It requires future research to studying more HEIs for generalizability and should test other factors beyond customer expectation.

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