

ANALYSIS OF SERVICE QUALITY IN POWER SECTOR

A CASE STUDY

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ABSTRACT

Background: Service quality is one of the key problems of any service sector: NTDC, WAPDA, JENCO, IESCO, LESCO, PESCO, TESCO, FESCO, etc. But this study is based on an analysis of the quality of the IESCO service in the power sector. Consumers are exceptionally touchy to all parts of administration quality and connect significance to the speed and exactness of their requests, the unwavering quality of the power supply and the attributes of the stockpile voltage.

Needs/ Identification: Service is the first and most important factor that creates value together. They provide an enviable reputation and market advantage by providing service quality. Second, providing service quality is the simplest and most cost-effective way to increase the value of the consumer satisfaction. Third, it is helpful to cultivate loyal consumers that form the real foundation of the business model. Last but not least, consumers are willing to pay extra for high services quality that meets all their expectations.

Possible Solution: In order to provide the best possible service, it is important to develop an effective service quality that can be used to determine the extent to which consumer needs are being met. The SERVQUAL model attempts to show the relationship between silent variables and a simplified description of the real situation. The instrument is tested by adjusting the SERVQUAL model and modified using five dimensions of service quality with the moderated effect of quality leadership to meet consumer expectations.

Results: This research get some answers concerning shows execution of IESCO system service quality in control dispersion top notch transporter to its consumers is presently not in a situation to live up to their desires. In five dimensions of the SERVQUAL model and moderated effect of quality leadership with consumer satisfaction; found that there is a (major disappointment) negative gap between system administration quality and consumer satisfaction. Hence, the IESCO should think power distributing delivery standard, overhaul their appropriating instruments and upgrade testing equipment's, significant training for correspondence and billing preparation to its employees, and fortifying decision-making power of representatives by which the IESCO ensure/guarantees consumer satisfaction.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

Nowadays, the service sector has spread all over the world. The service quality is defined as “The organization's ability to meet or exceed consumer expectations.” As long as service quality to our consumers has many advantages. Provide reliable and affordable services to the country's population, the Pakistani energy sector operates under the ownership and control of the Pakistani government. After 1958, two vertically integrated utilities dominated the Pakistan’s energy sector, such as Water and Power Development Authority (WAPDA) and Karachi Electric Supply Corporation (KESC, new name is K-Electric (KE)). Until the early 1980s, the performance of both was still satisfactory. Then the situation started to deteriorate. The same is true of the rest of the world. The service quality is affected by many problems in the electricity sector. Electricity sector under government control is economically unstable and unsustainable.

Assessing service quality based on models of consumer expectations and their perceptions. The poor performance of public services has led to a gap between consumer expectations and their perceptions. The gap increases as the service quality decreases. As a result, consumer satisfaction is affected, which creates barriers in the overall development of the public service. The service quality needs to be improved to better understand the operation of the public service by the consumer. A better service quality for electric utilities is defined in terms of the appropriate power supply, shorter downtime, shorter duration and power quality. The first energy consumers had no choice, but they could now choose suppliers offering better service. Service quality has thus become one of the main concerns of the service sector.

So as to give consumers good assistance, it is essential to build up a compelling help quality model that can be utilized to decide how consumer needs are met. The applied model endeavors to show the connections that exist between significant variable and it are an improved depiction of the real circumstance. It is possible that an applied model of service quality will empower the board to recognize quality issues and along these lines plan the acquaintance of value improvement programs with improve productivity, benefit and generally speaking execution.

In the present rapidly consistently changing worldwide economy, working together has gotten more diligently than the past. The best companies got the opportunity to design and reshape their organizations and elevating approaches to look up to challenge. There are numerous consumers in pretty much every item

classification and consumers just help these organizations because of a wide determination that most live up to their desires. Subsequently, the present honor winning organizations are the best organizations to succeed who meet their objective consumers (Kotler, 1994).

1.2 PERCEPTION OF CONSUMER SATISFACTION

1.2.1 Explanation of Consumers Satisfaction

Consumer satisfactions are key for business visionaries because of the reality it is one of the primary factors in redundant purchasing execution (Wells, W.D and Prensky, 1996). The primary idea of consumer charm is principally founded on Lewin's idea of desire vulnerability by utilizing Lewin (1938). As per the hypothesis, consumer satisfaction is an assessment of a consumer's desires and impression of their item or service (Cardozo, 1965). At the end of the day, satisfaction is the normal assessment of the shopper about the transporter organization (Levesque, 2000). Oliver (1980) stated, satisfaction can be depicted as an item or execution or a service itself that gives a great judgment of the degree of in general execution related to utilization, alongside insufficient or most dependable by and large execution levels. Oliver (1997) No affirmation is characterized as an escape clause between a consumer's desire and perceived service execution. He accepts that joy relies upon vulnerability. On the off chance that the service execution is lower than the consumer's desires, the best of the service in question is viewed as low, following in poor (inadmissible) vulnerability.

Then again, if execution meets or surpasses consumer desires, high-caliber is seen high, bringing about vulnerability or fine pride (Bitner, 1990). As indicated by Oliver (1989), amuse includes an appraisal of the general execution of an assistance, a passionate or enthusiastic reaction. Crompton & MacKay (1989) developing this pride together is the final product of the spirit of experience. As (Bolton & Drew (1991)) advocating that the implementation must be better estimated through obvious execution Consumer satisfaction is meet to consumer needs, ability to perform satisfactorily and the consumer's sure attitude toward the provide services.

1.2.2 The Importance of Measuring in Consumer Satisfaction

To estimate consumer satisfaction, one must know the nature of present value assessments and propose improvements. In addition, the performance of the board of directors enables the organization to achieve a firm vision and mission, unpredictable rate and a portion of the normal income. Consumer satisfaction cycle affects consumer loyalty and affects production efficiency (Anderson, Fornell & Lehmann, 1994).

Enriched consumers can bring typical income to future business (Berné, Múgica & Yagüe, 1996). Researchers are keen to understand consumer satisfaction and its components, because satisfaction is the reason for industry expansion, productivity, positive language communication and consumer dedication. (Anderson, Fornell & Lehmann, 1994).

1.3 PERCEPTION OF SERVICE QUALITY

1.3.1 Explanation of Service Quality

The service quality in writing has many implications. Still, the most famous description of the service quality is "expanding to help solve consumer problems or needs." (McCleary & Swan, 1996). So, the service quality is the divergence between a consumer's expectations and his perception of similar help. Parasuraman & Berry (1985, 1988) describe service quality as "the gap between consumer's execution needs and the service evaluation they experience". The possibility that desire is more prominent than the exhibition is small. At the time, the apparent quality was unpleasant, which disappointed consumers. Perception of service quality is seen as a general evaluation of the judgment, in general disposition towards the acquisition of a service or product (Olshavsky, 1985). From the consumer's point of view, perceived quality of service is a marvel of anomalous abstraction and relativity, a vision that changes one by one. (Holbrook & Corfman, 1985).

1.3.2 The Importance of Measuring in Service Quality

As an all-around material apparatus, SERVQUAL can be reused for examination purposes. The instrument is devoted to deciding the area and magnitude of the service outage. To capitalize on SERVQUAL, research should be done consistently for the accompanying reasons:

- Understand consumer assumptions about the service quality element of the organization.
- Understand consumer view of the presentation of the organization's service.
- Identify gap between consumer desires and view of service quality and organize regions for service improvement.

Determine if service enhancements will bring about expanded help mindfulness and permit the correlation of service quality every year.

1.4 ANALYSIS OF SERVICES QUALITY IN POWER SECTOR

Once the consumer installation is operational, you may experience power quality issues. Consumers often do not have the expertise to analyze these problems, identify the causes and develop solutions. Power companies have been helping their consumers investigate these issues, which may involve years of interaction between supply systems and consumer facilities. The IESCO has developed a group of energy quality engineers, purchased monitoring equipment, and obtained the analytical tools necessary for these investigations. Even with improved facility design that is compatible with the quality service environment, these analyzes will continue to be necessary. For electricity providers, maintaining the expertise and tools necessary to conduct these surveys will remain easier and more economical than the large investments required for each consumer.

The analysis generally involves compatibility issues between the power system's electrical characteristics and the service quality requirements for a particular device or process. The analysis may require monitoring to characterize the quality of the electrical service. Simulations may be necessary to derive other system conditions and to evaluate possible solutions from a technical point of view.

1.5 RELATIONSHIP BETWEEN CONSUMERS SATISFACTION AND SERVICE QUALITY

In the face of service quality and consumer satisfaction have all the earmarks of being like execution markers, numerous researchers wonder whether they are the equivalent (Grayson & Ostrom 1994, Dabholkar 1993). This study has shown that these two structures are ideologically special (Zeithaml, 1993). The modification between service quality and consumer satisfaction can be laid out as:

- a. Consumers must acquisition to determine their level of satisfaction, although no purchase is important for quality judgment (Oliver, 1997).
- b. Satisfaction relies upon value, which doesn't for the most part relate to service quality (Anderson, Fornell & Lehmann, 1994).
- c. The assistance quality judgment is increasingly explicit and centers around key traits, while the judgment on consumer satisfaction is progressively finished (Oliver, 1997).
- d. Service quality is related to intellectual and consumer satisfaction is associated to enthusiasm judgment (Iacobucci et al., 1994).
- e. Waiting fills in as a reason for characterizing service quality and foreseeing satisfaction (Parasuraman et al., 1988).

Service quality and consumer satisfaction are incredibly apposite and together particularly effect retrieval

facts and positive unintentional (Alison, Beeho & Prentice, 1997). Consumer Satisfaction effects post-purchase direct (Oliver, 1980) and service quality obviously in an indirect way impacts repurchase objectives through satisfaction (Keaveney, 1995). A high help quality prompts consumer satisfaction and the will to make rehash buys, where seen service quality is a harbinger of satisfaction, and the subsequent satisfaction prompts buyback and dependability after some time (Bojanic, D.C 1996).

1.6 POWER SECTOR

1.6.1 Understand Power Industry

The link between the government and the residents is clear. Finally, the government is responsible for the choice of residents. Numerous nations need to build up the establishments of vote-based system and its governing rules to guarantee that open merchandise is given when residents need it.

The age of power is an inexplicable process, and the intensity of private or commercial activity depends on an incredibly dynamic and decentralized framework. Power can be made in nuclear, oil subsidiary or hydroelectric power plants. From the plant, a great deal of intensity is coordinated to the close by substation through high-voltage transmission lines. The substation by then changes over the voltage of the transmission line to a lower level fitting for use by the neighborhood network. The substation similarly controls power and shields lines and apparatus from hurt. The spread lines can be presented on the ground or underground and can pass on from 4,000 to 25,000 volts of intensity. The transformer changes over the voltage of the spread level into a level (110 to 480 volts) that can be used at home or in the manufacturing plant or working environment. Cautiously measure the voltage to address consumer issues. The transformer can be mounted on a pole or fixed to the ground. This voltage is transmitted from the transformer through an underground connection or overhead connection, additionally called a singular meter to manage the voltage drop.

The idea of the power movement and retail parts covers a wide extent of particular and non-specific points of view. Service quality covers the idea of numerous services, for example, giving new associations (before the stock agreement produces results), just as meter perusing, charging, handling consumer solicitations and grievances (during the agreement time frame). As a nation moves towards complete retail rivalry, the qualification between the services gave by wholesalers (organize administrators) and the services gave by retailers gets essential. For every one of these services, the quality measurement (generally one for every help) is distinguished: e.g., the hour of the new association or the exactness of meter charging and perusing.

1.6.2 Overview of Electricity Sector in Pakistan

Pakistan's energy sector includes hydroelectric and thermal power plants, led by two vertically integrated public sector utilities. The Water and Power Development Authority (WAPDA) serves all of Pakistan and K-Electric (KE) serves in Karachi and its surroundings. Numerous autonomous power producers have made a critical commitment to control power generation in Pakistan.

Over the years, the balance between electricity supply and demand in Pakistan remains an unresolved problem. Pakistan faces major challenges in transforming its electricity supply network. Unreliable electricity prices, inefficiency, low payment recovery rates, and the inability of the government to manage its subsidy mechanism will result in serious self-restraint obligations, which will become an obstacle to future investment in the energy sector.

The electricity crisis has had a severe impact on the economy, resulting in the loss of huge sums of money. The solution to the current crisis lies in energy savings at all levels in the country. The use of substitute energy sources such as wind and solar can immediately reduce shortages, while coal and dam's projects can provide long-term solutions to power shortages. However, China, Iran, Qatar, Kuwait, India, Tajikistan, Germany, and other countries are exporting electricity to Pakistan to overcome the rising energy disaster.

1.6.3 Background of IESCO

The WAPDA established in 1958 and a semi-autonomous organization that aims to coordinate and unify the development of the hydropower sector plan, which is being processed. The respective irrigation department and electricity of the provinces.

In the meantime, October 2007 WAPDA has been part into two separate substances, WAPDA and Pakistan Electric Power Company (PEPCO). WAPDA is liable for the advancement of hydropower, while PEPCO is answerable for the generation, transmission, distribution and billing of thermal energy. An independent chairman and MD (PEPCO) have replaced the president, WAPDA and the member (Power) who previously held additional fees for these positions.

IESCO was established on April 25, 1998 and is a limited company established under the Companies Act 1984. The company was formed to take over all the property, rights, resources, duties and responsibilities of the Islamabad Authority. WAPDA has a board of directors, as well as other agreed assets and liabilities. The company obtained a distribution license from NEPRA on November 2, 2001, with a validity of 25 years. IESCO has recently observed significant growing and improving in the power industry. IESCO currently serves more than 1.9 million consumers. As of June 30, 2009, the company operated effectively

and was named the best performing Distribution Company in the country with a minimum progressive distribution loss rate of 7.7%.

IESCO is a public limited company incorporated in Pakistan on April 25, 1998 under the Companies Ordinance to take over the assets, functions and duties of the former Islamabad Electricity Commission, which was then a division of WAPDA. The main function of IESCO is to supply, distribute and sell in licensed areas (From Attock to Jhelum and Indus to Neelum, Kashmir). IESCO straight serves 2.2 million consumers but covers more than 25 million people in six regions of the world. This business plan will be the roadmap for this goal, explaining the number of areas that will achieve this goal, and will define and focus on objectives through the use of information and appropriate analyzes.

1.7 REASON FOR CONDUCTING THE STUDY

Clearly, performance appraisal is the central idea of understanding service provider (Ross & Iso-Ahola, 1991), which is important for professional organizations (Schneider & Sonmez, 1999). Unfortunately, so far, the Pakistani power sector has never conducted such a comprehensive study. No effort has been made to assess the service quality delivery in the power sector and the achievement of its results through inference investigations. In this way, the expected survey is expected to assess consumer satisfaction through distribution service quality in power sector (Islamabad and Rawalpindi). Such force research is important to studying and improving IESCO's service movement and structure, as it will outfit the officials with data that can be used to determine consumers to fabricate their good level.

Moreover, this momentum inquiries about endeavors to survey IESCO's consumer satisfaction through help quality, fundamentally considering the way that obvious nature of service is a basic for satisfaction (Churchill & Supernant, 1982), and great services lead to consumer satisfaction (K. D. Hoffman & J. E. G. Bateson, 1997).

1.8 DEFINE VARIABLES FOR CURRENT RESEARCH

This section defines the study variables that are selected for Chapter 2 literature review and define in concept used in the study.

1. TANGIBILITY
 2. RELIABILITY
 3. RESPONSIVENESS
- } Services Dimensions.....(Independent Variable)

4. ASSURANCE
5. EMPATHY
6. QUALITY LEADERSHIP.....(Moderator Variable)
7. CONSUMER SATISFACATION.....(Dependent Variable)

1.9 RESEARCH OBJECTIVES

The main objectives to be achieved at the end of this research work are:

- To determine how residential and commercial consumers can meet the service quality provided by Islamabad Electric Supply Company (IESCO).
- To analysis the connection between service quality apparent by IESCO and Consumer Satisfaction.
- To establish on the quality of the company's distribution services, propose analytical measures to improve IESCO's Consumer Satisfaction.
- To provide appropriate solutions to improve the quality of IESCO services in the power sector.

1.10 RESEARCH QUESTIONS

This study aims to answer the following questions:

- Q. No#1.** Do tangibility assets provide modern services to improve the quality of service to meet the needs of consumers?
- Q. No#2.** Can reliability deliver better services to increase consumer satisfaction?
- Q. No#3.** Can responsiveness deliver fast and effective services to increase consumer satisfaction?
- Q. No#4.** Is assurance imparting a good relationship with employees to improve consumer satisfaction?
- Q. No#5.** Will empathy affect consumer demand, thereby improving service quality to satisfy consumers?
- Q. No#6.** Has quality leader eased the link between tangibility and consumer satisfaction?
- Q. No#7.** Has the quality leader eased the relationship between reliability and consumer satisfaction?
- Q. No#8.** Has the quality leader mitigated the relationship between responsiveness and consumer satisfaction?

Q. No#9. Will quality leader ease the relationship between assurance and consumer satisfaction?

Q. No#10. Has the quality leader eased the relationship between empathy and consumer satisfaction?

1.11 SCOPE OF THE STUDY

The power allocation exercises are performed in three estimated time steps: Power production, transmission and distribution. This study will only focus on assigning power distribution to consumers. In addition, on a geographically scale, this research thesis is limited to Islamabad and Rawalpindi divisions/zone to document consumer perceptions of IESCO power and its resulting consumer satisfaction.

1.12 THESIS REPORT STRUCTURE

This research thesis contains five chapters namely Introduction, Literature Review, Research Methodology, Data Analysis and Results and Conclusion, Implications, Delimitation and Future Research Study.

- **Chapter One** is based on introduction of this current research. This chapter discusses the background of the research topic along with Perceptions of Consumer Satisfaction, Perceptions of Services Quality, Analysis of Service Quality in Power-Sector, Relationship between Service Quality and Consumer Satisfaction, Power-Sector, Reason for Research, Relational of The Study, Define Variables for Current Study, Research Objectives, Research Questions, Scope of The Study and Thesis Report Structure.
- **Chapter Two** is based on literature review is about the research done by the researchers on the study variables Tangibility, Reliability, Responsiveness, Assurance, Empathy, Quality Leadership and Consumer Satisfaction. Furthermore, the background of the study variables Along with Definition Services Quality, Consumer Satisfaction, Consumer Satisfaction and Service Quality, Empirical Study, Service Quality Gap model, SERVQUAL Model Gap 5, Research Framework, Research Hypothesis and Perceptions used in This Current Research.
- **Chapter Three** is based on research methodology, Research Onion concept is used in this chapter contains the methods used for this research including Research Road Map, Research Philosophy, Research Approach, Research Strategy, Research Nature, Research Problem, Research Design, Research Sampling Design, Developing Research Questionnaires, Structure of Survey, Reliability and Validity, Data Collection and Data Analysis of the tool is used and how data was analyzed along with details.

- **Chapter Four** is based on data analysis and results; in this chapter research discusses the results and hypothesis of the study through different tests including Demographic Profile of the Respondents, Multicollinearity, Correlation Analysis and Regression Analysis.
- **Chapter Five** is based on conclusion, implication for IESCO managers, delimitations, implications of the research, direction of the future research and study contributions.

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CHAPTER 2 LITERATURE REVIEW

2.1 INTRODUCTION

To establish a literary framework, relevant research was thoroughly reviewed and analyzed to explain the conceptual framework of all the elements examined in the study. Literature review laid the foundation for

research. It helps us gain understanding and insight in previous related research on a specific topic. It involves collecting and analyzing data for specific areas in order to understand and grasp to carry out further research in the area. (Saunders, Lewis & Thornhill, 2009).

Consumer satisfaction is a key term for the organization. It is directly related to the services of IESCO. IESCO services have a huge impact on consumer satisfaction. IESCO services are an industry that is constantly evolving in the market. With its increasing popularity, there is a great need to identify and identify key factors that will lead the industry to a higher level.

The literature review chapter will explore the theoretical aspects of quality leadership that have a regulatory role in the relationship between IESCO services and consumer satisfaction. The first part will explain the services quality, consumer satisfaction, GAP model, SERVQUAL model, empirical research, research framework, perceptions used in this study and definitions of past research that has done in this area. The final section focuses on all aspects of IESCO services that directly impact overall consumer satisfaction and the regulatory role of quality leaders.

2.2 DEFINITION OF SERVICE QUALITY

There are a few different ways to characterize assistance, contingent upon the locale in which the term is utilized. As indicated by Kotler & Keller (2009), assistance is an immaterial conduct or execution that one gathering is eager to offer to the next - this doesn't mean having anything. A service can be viewed as an item's exhibition. Since the service can't be put away for some time later, the age and utilization of the service happens simultaneously. Moreover, quality can be defined as, "sum of emphasis and attributes, which refers to the ability of a project or service to respond to expression or certain necessities" (Kotler et al., 2002). While creating assistance, you can distinguish the nature of the item or article (Solomon, 2004). In a reduction, quality is the facility to account to any service that the consumer anticipates. Obviously, quality is determined by estimating the quotation, which may or may not be achieved by several consumers.

Worker demeanors and service conduct can influence service quality (Hartline and Farell, 1996). Representatives must have the option to distinguish the consumer's needs, or workers must look to adjust this conduct to the consumer's needs: from a consumer's point of view, service quality is gainful (Betner et al., 1990). On the off chance that representative's demonstration in an ensured way, they can improve their conviction that all is good and their view of their respectability and abilities. (Johnston, 1995).

A help gap happens once staff thinks little of consumer desires or don't see their desires and wants. In the

event that the service quality offered to the consumer is not exactly expected, there'll be discontent on a piece of the individuals and varieties in commission quality. (Parasuraman, Zeithamal and Berry 1990).

In advocating writing, service quality is the notch to which a consumer's perception of help meets their expectations for similar help (Bowen & David, 2005). Service quality is a comparison between consumer expectations and service identification (Parasuraman et al., 1988). The reason for the service quality is to satisfy the consumer. After evaluating the service, you can decide whether the service provided by the organization is lucky or unfortunate. According to Haywood's (1988) record, the service quality is especially three components;

- Processes, procedure and physical services
- Individual behavior of work employees
- The professional decision of active employees.

Haywood pointed out that the three components of service quality must be intentionally corresponding to ensure consumer satisfaction in which the optimal integration of these variables depends to some extent on the overall quality of the employee, the customization of the service plan and the connection between the consumer and service provider.

The SERVQUAL model is the most valued dimensions for nature of service quality. At the point when I made this model, Parasuraman et al. (1985) distinguished 97 characteristics and afterward decreased them in 10 measurements (Parasuraman et al., 1988). These measurements have demonstrated an effect on service quality and are viewed as a paradigm for surveying consumer desires and impression of service conveyance (Kumar et al., 2009).

The 10 mechanisms of service quality suggest by Parasuraman et al. (1988) as pursues;

1. Tangibility: actual amenities and presence of service personnel
2. Reliability: facility to provide committed services
3. Responsiveness: the staff is willing to help in an efficient and pleasant way
4. Competence: the ability of staff to provide services
5. Courtesy: show consumers the respect and courtesy of service personnel
6. Credibility: the reliability and morality of the service wage-earner
7. Security: no uncertainty when providing services to consumers, economic risks and real risks
8. Access: Service Provider Accessibility
9. Communication: how the service provider can understand, and the language used

10. Understanding: Service providers strive to understand and understand consumers.

After modification, these ten dimensions were then reduced to five, which define below;

1. **Tangibility:** Appearance of physical workplaces, gear, work force, printed and visual materials.
2. **Reliability:** Ability to perform guaranteed service reliably and precisely.
3. **Responsiveness:** Willing to support consumers and give brief help.
4. **Assurance:** Possession of required expertise and information to perform management.
5. **Empathy:** Making the thrust to know consumers and their needs.

The SERVQUAL tool is called the gap model and was proposed by Parasuraman et al. (1988) has been identified as perhaps the largest method for measuring the service quality and has proven to be consistently reliable (Brown et al., 1993). They show that when the obvious help is below the average service level, the service quality is not very good, but a different way.

SERVQUAL is generally suitable to gauge the service quality from the consumer viewpoint (Jain & Gupta, 2004). In reality, the acknowledgment and presumptions about assist quality with canning be better settled on a choice by the individual (the consumer) who experiences it. The sum of the five dimensions of contrast between expectations and perceptions constitutes a global perceived quality structure (Laroche et al., 2004). Results measurements (unwavering quality) can address consumer issues, while process components (substance, attestation, responsiveness, and sympathy) can surpass consumer needs. As showed by Zeithaml (2006), Service quality is a key evaluation that mirrors consumers' perspective on tangibility, reliability, assurance, responsiveness and empathy quality resources. They accept that in these five estimations, unflinching quality is the reason for deciding assistance quality.

Despite SERVQUAL, various models can still measure the service quality. Lehtinen & Lehtinen (1982) presented three rules for measuring the service quality: physical quality, quality of trial and relevance. LeBlanc (1992) existing six impressions of consumer service quality. These parts situated masterminded by hugeness join marking, intensity, politeness, responsiveness, availability and capacities. Gronroos (1984) acknowledges that additional segments related to support wants, similarly as utilitarian and specific points, are required. The consumer coordinates an evaluation of the service as showed by the specific estimation, that is, the substance and the down to earth segments of the conveyance, for example, how and when. (Laroche et al., 2004, Gronroos, 1984). A short time later, Gronroos (1984, 1988); known six perceived service quality measures elegant practice and abilities, mentalities and practices, availability and adaptability, unwavering quality and dependability, service rebuilding, notoriety, and believability. In any

case, Gronroos (2000); incorporated a standard for perceived service quality - the air (physical condition and condition).

Despite this, SERVQUAL was not condemned; Cronin & Taylor (1992) established the SERVPERF device to ensure that it can quantify the service quality better than the SERVQUAL model is estimating the impress of service operation. Identify the world view and hang tight for SERVQUAL. Cronin & Taylor (1992) betrayed the 'normal' anyway ensured that 'P' should be used for 'implementation'. They suggest that higher perceived implementation requires better services quality. Various researchers have in like manner denounced SERVQUAL for its speculation and working (Asubonteng et al., 1996, Carman 1990, Williams 1998). Various people question the benefits of SERVQUAL or SERVPERF instruments for evaluating service quality (Jain and Gupta, 2004). In any case, Asubonteng et al. (1996) wrapped up: Before a prevalent yet comparatively direct model is displayed, SERVQUAL will control as an extent of service quality.

2.3 SIGNIFICANCE OF CONSUMER SATISFACTION

2.3.1 Concept of Consumer Satisfaction

There are a wide range of meanings of consumer satisfaction and there is a ton of discussion about this definition. Numerous examinations have demonstrated that satisfaction is the distinction between consumer desires and perceived certainty. Johnson, Anderson & Fornell (1995) state that post-consumer satisfaction or disappointment refers to a consumer's response to a feeling that is acknowledged by the variance between the consumer perception of desire and the truthful feeling of want. (Anderson, Fornell & Lehmann, 1994; Gronroos, 1984; Lovelock & Wirtz (2007). Satisfaction assessment involves offering products from sales process to after-sales service. Consumers who are satisfied with the company service after purchase mean that their requirements and prospects for the service are completely met. The consumer's expectations for service quality are divided into at least three levels:

Level 1: Simple desire implies least and fundamental necessity for each support.

Level 2: Satisfaction. Requirements at this level are higher than requirements at level 1. In addition to meeting the minimum basic needs, consumers have to meet some other prerequisites to get some satisfaction

Level 3: Delightful: The expectations for this level are the highest. Consumers expect the best service and meet their needs.

2.3.2 Factors Affecting Consumer Satisfaction

Consumer satisfaction assumes an important role in the business and activities of practically all organizations e.g. open organizations or privately-owned businesses. In any event, for some, organizations, making consumers happy with their service is the essential objective. Since consumer satisfaction can steadfast consumers to specialist organizations and can assist organizations with building long-term and beneficial relationships with their consumers (Eshghi, Haughton & Topi, 2007).

Understanding the important role of consumer satisfaction helps organizations build the right business processes. To this end, organizations ought to distinguish factors that impact consumer satisfaction and set up factors that influence consumer satisfaction. Consumers who meet or neglect to meet the nature of the organization's service/product rely upon their needs. The necessities and wants of human change are constant. Along these lines, satisfaction will likewise change after some time. As indicated by Hokanson (1995), the foundation of consumer support starts with the consumer's thoughts and future improvements that influence in general consumer satisfaction, including: well-disposed workers, accommodating representatives, knowledgeable polite and helpful employees, quick assistance, correctness of billing and timeline and on-time delivery. These variables are demonstrated as follows;

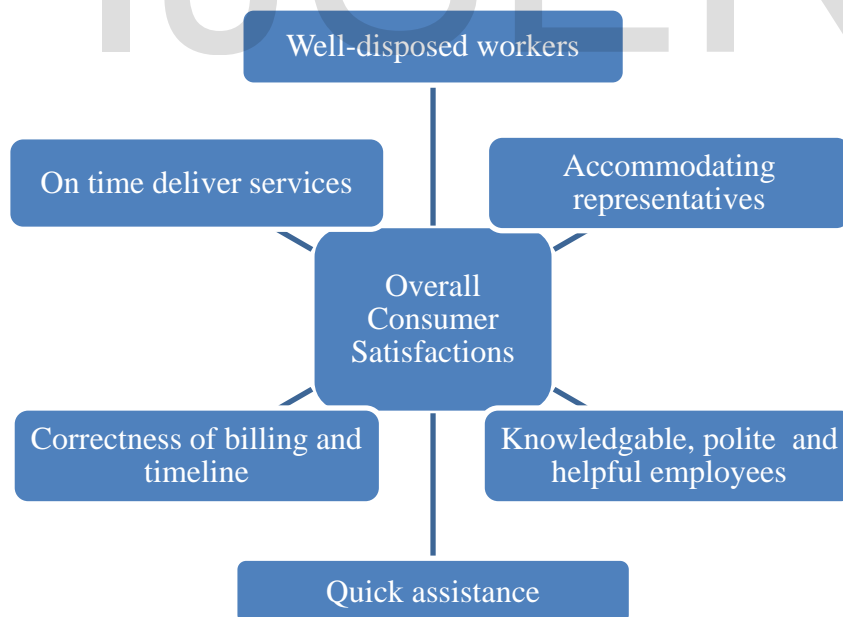


Figure 2.1 Factors that affecting consumer satisfaction (Source: Hokanson 1995)

2.3.3 Consumer Satisfaction in Power Sector

Some researchers have given some determinants of the consumer satisfaction in the power organization and that determinant of consumer satisfaction which are considered to be power quality and reliability, consumer service, company image, dealing with consumer, billing and payment (J. D. Power & Associates (2008a).

In research of Hafez, Kamelia, Shereen, Mohamed & Khaled (2010). Consumer expectations for power companies: Unfailing power supplies, such as fewer interruptions, timely access to reliable information in the event of interference, short recovery times, prompt response to complainants, standard practical quality (safe operation of electrical equipment) as modern the satisfaction survey model, Rekettye & Pinter (2006) identified three important areas to create a premium package from a distributor.

1. Satisfaction with essential facilities power supply and its numerous assets;
2. Satisfaction with consumer contact;
3. Consumer service satisfaction with communication service providers.

2.4 CONSUMER SATISFACTION AND SERVICE QUALITY

Since consumer satisfaction is observed as dependent on the consumer involvement with a specific help meeting, service quality is a deciding variable in consumer satisfaction (Cronin & Taylor, 1992). Undoubtedly, the service quality originates from service aftereffects of the specialist co-op. Lewis & Booms (1983) recommend that "the meaning of buyer satisfaction relates to a particular exchange (the contrast between perceived and predictive services, rather than mentality", which is increasingly persevering and less relevant. (Zeithaml et al, 2006).

The link between consumer satisfaction and service quality. According to Oliver (1980), it was first proposed that service quality is critical to consumer satisfaction, whether or not these structures are exchanged. Some researchers have found that the above points can support consumer satisfaction through quality of service through observed support. (Anderson and Sullivan, 1993).

As far as consumer satisfaction and service quality, researchers are gradually mindful of the significance and markers of satisfaction and service quality. Satisfaction and service quality share something for all intents and purpose, yet satisfaction is generally a more extensive idea, while service quality is centered

on the service measurement. (Wilson et al., 2008). While claiming that different variables affect consumer satisfaction, perceived service quality is an integral part of consumer satisfaction (Zeithaml et al., 2006). From the point of opinion of Wilson et al, (2008) this assumption is stable and got the affirmation of the meaning of consumer satisfaction proposed by different researcher. Linking service quality to consumer/consumer satisfaction has been around for quite a while. The two structures positively affect reclamation goals and great verbal correspondence (Alison, Beeho and Prentice, 1997). Satisfaction positively affects post-buy conduct (Oliver, 1980) service quality, straightforwardly or by implication, on recovery goals in view of its effect on satisfaction (Boulding et al., 1993; Keaveney, 1995). Bojanic D.C (1996) declares that high help quality prompts consumer/consumer satisfaction and readiness to get it, perceived quality can fill in as an essential for satisfaction and satisfaction, prompting buyout and satisfaction in the climate. This view is that apparent quality is an essential for satisfaction Churchill and Supernant, (1982) built up this view before.

2.5 EMPIRICAL STUDIES

2.5.1 Consumer's Satisfaction and Service Quality in Different Service Settings

The empirical investigation depends on travel and hotel, where consumer's/consumers satisfaction is the most fundamental and often analyzed issues in present day showcasing duplication (McCleary and Lep-sito, 2007). In this exact examination, the investigation just shows the service quality gave by the supplier to the consumer. Satisfaction is estimated to be a focal idea for understanding consumer conduct (Ross and Iso-Ahola, 1991). Scholarly work of fiction about satisfaction has affirmed that the way to holding consumers is to guarantee a significant level of satisfaction (Alegre and Cladera, 2006). To survey satisfaction by utilizing service quality, SERVQUAL has become the most ordinarily utilized technique in many assistance enterprises (Parasuraman, Zeitham and Berry, 1985, 1988). SERVQUAL is generally utilized by numerous specialists to quantify consumer's satisfaction with the nature of power services, banking services, lodging services, and so on. (Gabbie and O'Neill, 1996). SERVQUAL was additionally applied by Patton and Yokoma (1990) to make a particular instrument called LODGSERV, which estimates consumer desires for the nature of inn services.

Be that as it may, LODGSERV isn't as across the board among specialists as SERVQUAL. Stevens, Knutson, and Patton (1995) utilized the SERVQUAL strategy to quantify coffee shops' satisfaction by building up a device called DINESERV. Raajpoot (2002) accentuates unmistakable huge scale development by building up a model called TANGSERV in the eatery business. Bojanic and Rosen (1995) utilized SERVQUAL instruments to gauge the service quality at the lodging. (Lee Hing, 1995). Service quality was inspected by SERVQUAL instruments; including travel services and gathering travel the executives (Yoon and Shafer, 1997). Mercer (1971) clearly recognized the gap between the desires for movement components and the apparent help quality in a recreational domain. In the course of recent decades, countless examinations (through assistance quality) have straightforwardly or by implication tended to consumer's satisfaction with goals.

2.5.2 Consumer Satisfaction and Service Quality in Power Sector

No investigations have been found in the vitality division where consumer's satisfaction service quality or both are included. Be that as it may, a few examinations have been found and are quickly portrayed as pursues:

Philips Consulting Ltd., distributed in February 2013, directed an overview on Nigeria Power Supply: Consumer Satisfaction Survey (<https://phillipsconsulting.net/>). With the enactment of the Energy Sector Reform Act of 2005, the Nigerian federal government has found a way to achieve far-reaching change in vibrant communities. To all the more likely comprehend the effect of the change on general society; Philips Consulting Co., Ltd. led an overview from December 15, 2012 to January 31, 2013.

The review was led utilizing an online poll that sent messages to 9,000 individuals. Be that as it may, the government got just 418 polls in 26 states, 6 of which were unusable, bringing about 412 surveys for information investigation. The study affirmed that most consumers are not happy with the present power circumstance in the nation. The examination additionally uncovered that Nigeria's capacity supply was confronting a few issues. These are unpredictable/conflicting power supplies, high duties voltage changes, visit control blackouts because of transformer over-burden, new non-accessible pay meters, poor consumer support, and moderate reaction to consumer objections (www.philipsconsulting.net).

Molaie (2014) examined the various components of perceived equity and its relationship to consumer loyalty in appropriation organizations. Since dispersion organizations are infrequently in direct contact with consumers, it is hard to test consumer loyalty utilizing conventional procedures. Accordingly, in view of past research and productions, the specialists built up a survey that was conveyed to 2,395 people from

various gatherings. Exploratory factors investigation can recognize six unique factors that measure the exhibition of a circulation organization. At long last, the connection between these variables and the various elements of equity and consumer satisfaction is contemplated. The outcomes show that the best factors for consumer satisfaction and feeling of equity are correspondence factors. In spite of the fact that the promotion factor demonstrates the most grounded connection with consumer's satisfaction given a few contrasts in assortment techniques and dispersion reasonableness, it tends to be said that great vis-à-vis contact is currently fundamental; a single direction correspondence can just satisfy its job in part.

2.6 SERVQUAL MODEL

I adapted the SERVQUAL model (Parasuraman, Zeitham & Berry, 1985) for this study and this model was developed from Gap Model. The role of the underserved quality model is to identify five gaps in service quality. The gap model is one of the greatest models of the service fiction (Brown & Bond, 1995). Figure 2.2 briefly describes the five gaps identified in the concept of service quality.

➤ **Gap 1 (Gap amid Consumer Expectation and Management Perception)**

This gap arises when managers or service providers do not properly analyze consumer needs. This is also caused by insufficient communication between the contact staff and the manager. Lack of market segmentation, the reason for this gap is because of insufficient market research.

➤ **Gap 2 (Gap amid Service Quality Specification and Management Perception)**

This gap arises when a manager or service provider may correctly understand a consumer's requirements, but performance criteria may not be set. This may be due to poor service design, inappropriate physical evidence, and a new system development process that is not systematic.

➤ **Gap 3 (Gap amid Service Quality Specification and Service Delivery)**

This gap arises in the presence of preservation employees. This may be due to improper training, inability or unwillingness to meet the set service standards. This may be due to an improper assessment and compensation system. Inadequate recruitment is the main cause of this gap. Supply and demand mismatch can cause this gap. There is also a lack of authorization, awareness control and framework.

➤ **Gap 4 (Gap amid Service Delivery and External Communication)**

These gaps can action if these assumptions are not met if the account is delivered. Consumer expectations are abundantly afflicted by the statements and advertisements of aggregation representatives.

➤ **Gap 5** (Gap between Expected Service and Experienced Service)

This gap occurs when consumers misunderstand the service quality.

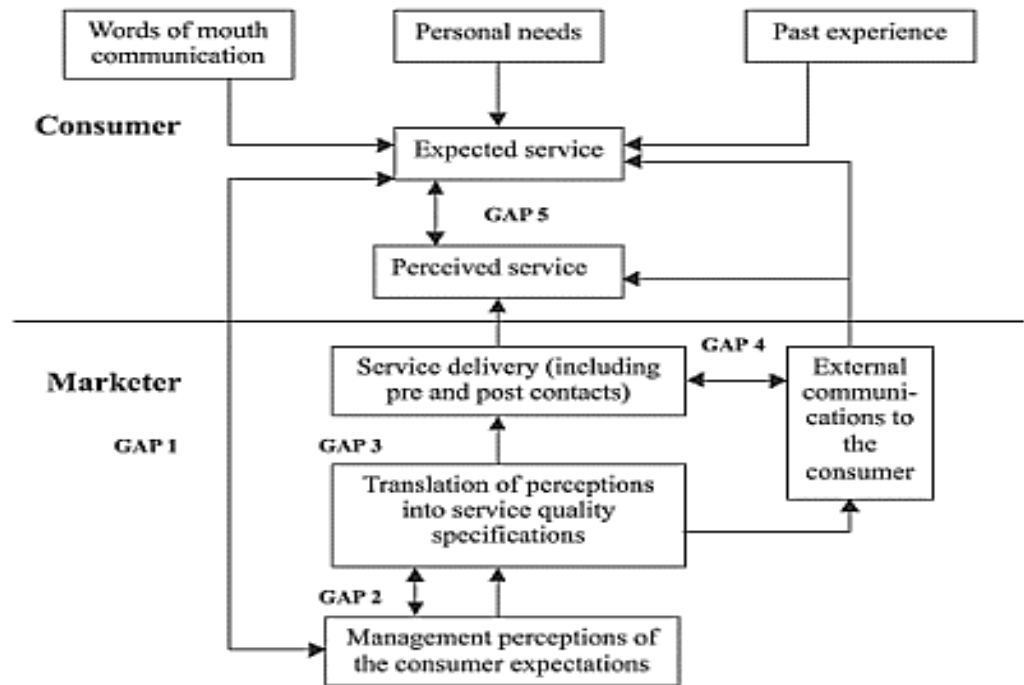


Figure 2.2: Model of Service Quality Gaps (Source: Parasuraman et. al., 1985)

2.6.1 MEASURING SERVICE QUALITY USING SERVQUAL MODEL BASED ON REQUEST OF EXPECTED VS PERCEIVED

For investigation of service quality, the SERVQUAL model acclimated in accepted analysis cardboard and applies to Gap 5. The SERVQUAL model was established for account and retail providers to accept how the company's barter appraise the casework they accommodate (Parasuraman et al., 1988). SERVQUAL model was as well activated for reliability and validity. Parasuraman et al. (1988) begin SERVQUAL to be a simple multi-item calibration with acceptable reliability and validity that account provider can use to better accept consumers account expectations and perceptions for convalescent service. It measures account superior by barometer consumer expectations such as; the ability of the service. Which are the consumer's expectations from a given service provider before providing the service and its perception (which the applicant thinks he has received) is to accept the out-and-out service and then find out if there is a significant difference between them. (Gronroos, 1982; Lewis & Booms, 1983; Parasuraman et al., 1985).

The SERVQUAL model is a prevalent marketing tool which is used for quantify consumer impression of

service quality (Parasuraman et al., 1988). The fluctuation between consumer desires and their observation is a well - known gap that estimates consumer perception of service quality, as appeared in Figure 2.3.

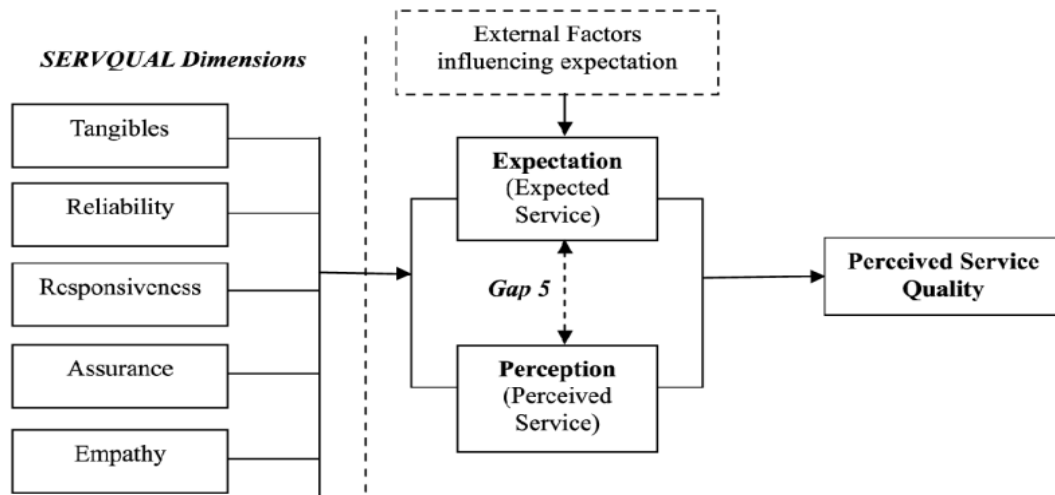


Figure 2.3: Investigation Service Quality Success Using SERVQUAL Model (Kumar et. al., 2009)

Numerous analysts utilize the SERVQUAL model measurements to quantify the service quality gape and to recognize significant characteristics of service quality. Concentrates in various circumstances have indicated that SERVQUAL is a well-known and easy to use model. This model estimates the service quality through the exhibition of the organization giving the service (Parasuraman, Zeithaml and Berry, 1985). Consumer expectations are dependent upon outside variables under the influence of the specialist organization as demonstrated. The figure 2.2 speaks to the contrast between the desires and the impression of the consumer, called apparent assistance quality (Kumar et al., 2009).

This examination centers on SERVQUAL dimensions to improve services, the variance between IESCO's consumer desires and service ideas. In the power area, service quality is basic to the power organizations' the same old thing and activities. The best approach to gauge service quality and discover satisfactions of consumer, the conditions to be met and ought to be improved are vital. The SERVQUAL model is utilized in numerous investigations in various fields, for example, emergency clinics, the travel industry, transportation, industry, lodgings, banks, and so on to decide the determinants of satisfaction with quality.

2.7 PERCEPTIONS USED IN THIS CURRENT RESEARCH

The operational definitions, terms and concepts used in this study are briefly described the IESCO service quality.

Tangibility (IV): In this study, it is the first independent variable covering the physical aspects of the

service provider's resident consumers, facilities, employees, and communication media. This dimension reflects how the physical aspects of the business affect consumer satisfaction. Parasuraman et al., (1985) Identification of tangibility assets as tangible facilities such as; equipment, personnel and communication materials. This is a physical image of the service that consumers use to assess quality. It relates to the physical facilities, tools, machines, and representations of services used to provide services. Parasuraman et al., (1985) point out that tangible is as important as the empathy. The author believes that it is wise to consider open business hours in the sympathetic dimension. In addition, the reliability dimension can include overdraft privileges.

Reliability (IV): In this study, it is the second independent variable that service providers can trust and fulfill the promised services they provide to their consumers Parasuraman et al., (1985). Finding reliability means your organization performs services correctly for the first time. In addition, it reveals the organization's efforts to deliver on its promises and focus on results.

Responsiveness (IV): In this study, it is the third independent variable, and service providers are willing to help consumers provide fast service Parasuraman et al., (1985). It is highlighted in which the willingness of employees to respond includes accurately telling consumers when they are completed, giving them occupied consideration, sponsoring service and responding to their needs.

Assurance (IV): In this study, it is the fourth independent variable and the courtesy of service provider demonstrates the ability to be motivated, confident and confident. It measures employees' ability to convey a sense of security and trust when dealing with consumers. Parasuraman et al. (1985) assured that the employee's attitude and behavior, as well as the employee's skill to provide friendly, confidential, courteous and competent services.

Empathy (IV): In this study, it is the fifth independent variable that reflects the attention of service providers to consumers. Consumers need to feel that the organization providing the service prioritizes them. Sympathy means caring, focusing on individuals and providing services to consumers. The essential of empathy is to convey the unique and special feelings of our consumers. Parasuraman et al. It is pointed out that quantitative research on the dimensions of the service quality model has been identified using safety, credibility and methods of measuring empathy.

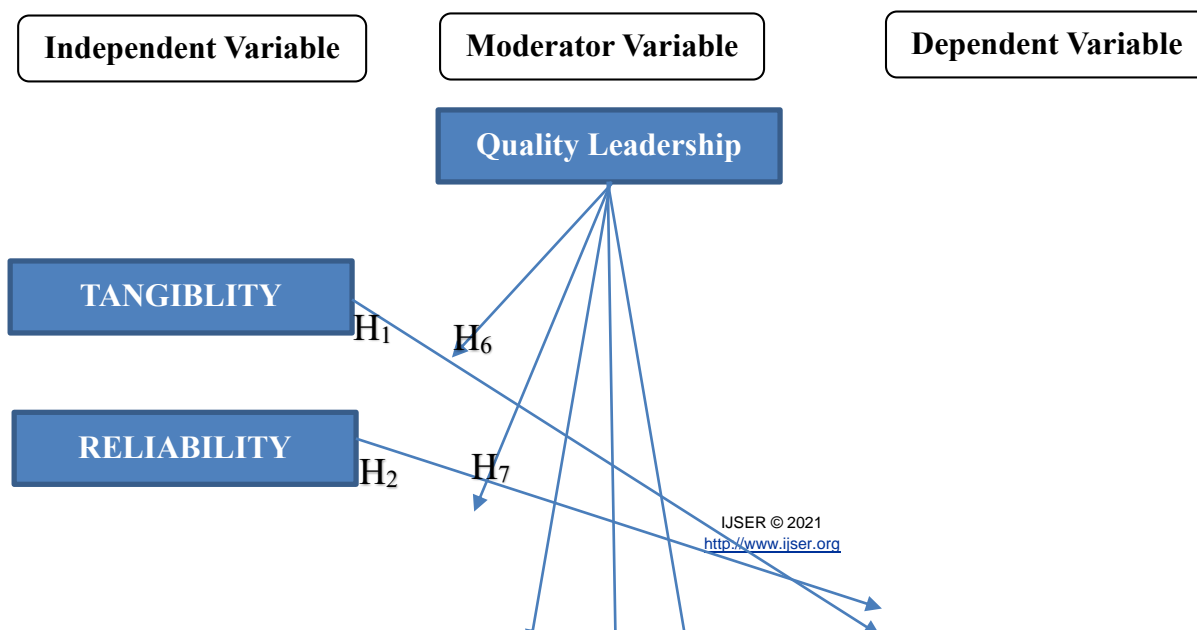
Quality Leadership (MV): In this study, Quality Leadership is the moderating variable and that affects the IV and DV. Quality Leadership is a prerequisite for implementing quality management. Service Provider leaders build and run organizations and their operations within the organization are risk factors for

the success of operational quality management processes.

Consumers Satisfaction (DV): In this study, it is a dependent variable and service providers can be viewed as an image of the consumer's qualified decision of the perceived service quality performance. Many researchers are studying the importance of customer satisfaction. Kotler (2000) defines satisfaction as: "The joy or frustration of a person comparing products is equivalent to the perceived effectiveness or result in relation to his expectations." Hoyer and Mackinnis (2001) argue that satisfaction is linked to feelings of acceptance, happiness, relaxation, excitement, and joy. Many factors affect customer satisfaction. According to a survey by Hockanson (1995), they include friendly staff, accurate billing, punctuality, competitive prices, service quality, value for money, and clear billing, and fast services, while Parasuraman et al. (1998) pointed out that in measuring consumer satisfaction through service quality, dimensions can include tangible, responsive, guaranteed, reliable and empathic elements, regardless of how dimensions are proposed to measure satisfaction with the service quality key. In fact, it still plays an important role in determining the impact and profitability of the business.

2.8 RESEARCH THEORETICAL FRAMEWORK

For current research the theoretical framework is shown in Figure 2.4, and quality leadership will significantly moderate the relationship between service quality and consumer satisfaction. Seven different variables were chosen for this study. Tangibility, Reliability, Responsiveness, Assurance and Empathy are independent variables and Quality Leadership is a moderating variable. The dependent variable for this study is Consumer Satisfaction.



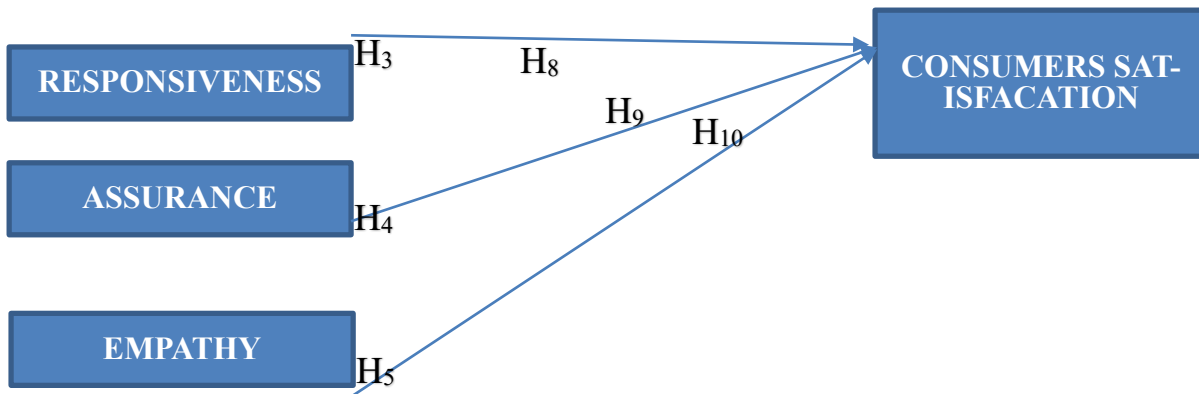


Figure 2.4: *Research Theoretical Framework*

2.9 SUMMARY OF RESEARCH HYPOTHESES

H₁: There is a positive relationship between Tangibility and Consumer Satisfactions.

H₂: There is a positive relationship between Reliability and Consumer Satisfactions.

H₃: There is a positive relationship between Responsiveness and Consumer Satisfactions.

H₄: There is a positive relationship between Assurance and Consumer Satisfactions.

H₅: There is a positive relationship between Empathy and Consumer Satisfactions.

H₆: Quality Leadership has moderating effect the relationship between Tangibility and Consumer Satisfactions.

H₇: Quality Leadership has moderating effect the relationship between Reliability and Consumer Satisfactions.

H₈: Quality Leadership has moderating effect the relationship between Responsiveness and Consumer

Satisfactions.

H₉: Quality Leadership has moderating effect the relationship between Assurance and Consumer Satisfactions.

H₁₀: Quality Leadership has moderating effect the relationship between Empathy and Consumer Satisfactions.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section describes methods for analyzing the IESCO service quality in the power sector. Research methodology helps to understand research that should be based on theoretical and philosophical assumptions and the implications of these methods. For researchers, it's important to understand something so that they can make informed choices about research. (Saunders, Lewis & Thornhill, 2009).

This study aims to describe how IESCO services can satisfy consumers. This chapter will cover the main points of getting all this information. These points will be the methodology of the design, the choice of samples, the method of data collection, data analyzed and the ethical issues of successfully completing the research objectives. The researchers used a cross-sectional questionnaire to conduct a questionnaire survey and analyzed the data using SPSS software and MS Excel. To explain the below options using Research Onion. The research onion is used to describe the research process (Saunders & Lewis, 2012) (Figure 3.1).

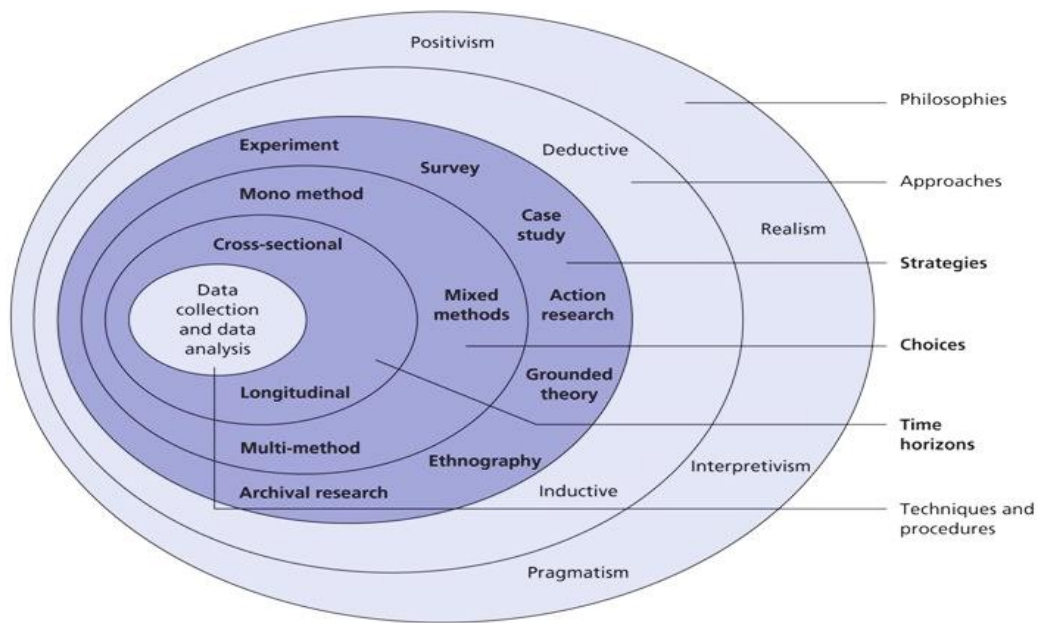


Figure 3.1: *Research Onion, Source: (Saunders, Lewis & Thornhill, 2009)*

3.2 RESEARCH ROADMAP

This research is a new role to the existing data base. One of the primary structures of a good report is that it is proficient (Kothari, 2005). Research ought to be arranged in explicit strides in a particular request as indicated by a well-characterized set of rules.

Therefore, in the current study the research process followed the subsequent choice.



Figure 3.2: Road Map Selected for Current Study by Using Research Onion

3.3 RESEARCH PHILOSOPHY

This current study is identified with the extension and nature of information (Saunders, Lewis and Thornhill, 2009). For business and the board analysts, understanding examination reasoning is important in light of the fact that exploration theory will lead them to pick the correct research technique. Research theory incorporates four sorts of reasoning; Positivism, Realism, Interpretive and Pragmatism (Saunders, Lewis and Thornhill, 2009).

This research study depends on positivism suspicions since researchers required being legitimate, solid, and representative and preferring toward quantitative technique. Researchers are hopeful about suppositions dependent on genuine encounter and earlier information. Specialists have a wide point of view on the SERVQUAL model and its effect on trust. Researchers are focused on a superior assistance quality that will construct trust in the public eye, which will additionally build satisfaction and support.

3.4 RESEARCH APPROACH

We can pick two kinds of research in the exploration method: deductive method and inductive method (Bryman, A. 2008). In order to make sense of which research approach is the most sensible to this assessment, we will glance in more significantly seek after.

Deductive Method is the most widely recognized technique to interface hypothesis with look into. The technique depends on determinations made from a lot of premises (Kumar, R. 2019). Sanders et al. (2012) believed deductive law to be a logical report. Scientists gather information to assess at least one speculation identified with existing hypotheses. At that point, the discoveries will adjust the hypothesis or approve the hypothesis (Blumberg, Cooper, and Schindler, 2008).

Inductive Method is in opposition to deductive techniques, which create hypothesis dependent on perceptions and exact proof (Saunders et al., 2012). Scientists gather information to investigate marvels, recognize themes and designs, and make calculated structures. Along these lines, specialists have delivered and set up speculations (Collis and Hussey, 2009).

Therefore, researchers chose a deductive methodology because it is more suitable for examining reasons. Using this method, analysts can investigate all the information collected. The respondents were questioned to rate each statement according to their level of satisfactions from IESCO services with it by using a 5-point Likert-type scale (1=Strong Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree).

3.5 RESEARCH STRATEGY

This is a planned program that enables experts to best select their exam questions and proper research techniques to respond to inquire about questions (Saunders, Lewis and Thornhill, 2009). The most ordinarily utilized research systems are tests, studies, contextual analyses, activity contemplates, grounded hypothesis, ethnography and recorded research. There are two research systems, subjective and quantitative research methodologies. Quantitative investigations of numerical information can be performed

through surveys, graphs and measurements, and subjective procedures can be performed through meetings (Saunders, Lewis and Thornhill, 2009).

For this study, the researchers utilized a quantitative strategy and planned the poll with the assistance of writing. The inspiration for utilized quantitative research strategies is that the study uses a positivism research philosophy. In addition, the researchers spend time to ensure that the selected samples are a good representation of all people. The data is then statistically analyzed to generate the results to the population (Collis & Hussey, 2009).

3.6 NATURE OF RESEARCH

The study was qualitative because the information took in the study was personal and attitudinal in nature. However, for the purposes of understanding and decision making, the necessary quantification must be made. From a different perspective, the nature of the research can be summarized as



Figure 3.3: *Viewpoints of Nature of Study in Different Aspects*

3.6.1 Purpose of Study

The exploration reason for existing is a wide proclamation of what the examination would like to accomplish. As indicated by reason for study, the study may be perfect or applicable. The survey can be seen as an example of these two goals, as the model (SERVQUAL) has been focusing on assessing IESCO's service quality and trying to apply it to control area of Islamabad / Rawalpindi, Pakistan.

3.6.2 Nature of Data

In terms of the nature of the data, the research can be qualitative or quantitative. This study is an individual report meanwhile the survey work information caught in the study are for the most part attitudinal just as individual in nature. Nonetheless, important measurements are made to comprehend and basic leadership.

3.6.3 Research Sitting

This research study setting refers to the place where the data are collected. In this study, data were collected in two regions (Islamabad and Rawalpindi) in Pakistan. This is a field study as participants, i.e. IESCO users, will be connected to their work and university to complete the questionnaires under natural working

conditions.

3.6.4 Time Horizon

This is an important part of research in methodology. The time interval is divided into two main parts: a cross-section and a longitudinal study. Therefore, researchers should choose whether it is a cross-section or a longitudinal study.

- Due to time constraints, cross sections will be feasible and suitable for this study. This research involves studying specific phenomena at specific times apart from. Most academic research is time limited. (Saunders, Lewis & Thornhill, 2009).
- The main advantage of longitudinal research is its ability to study change and evolution. It also includes the disruption for observers or events to measure variables in the study. (Sanders, Lewis and Turnhill, 2009). On the other hand, time is a huge drawback of longitudinal research, so this research method is not suitable for this study.

The time frame for this study is a cross-sectional approach because researchers are limited by time and will be collected throughout the study period. The data will be cross-sectional in nature.

3.7 RESEARCH PROBLEM

In this research study, distinguish look into zones and recognize inquire about questions appropriately; there are a few different ways. Case study, literature survey, pilot study, consumer satisfactions review and so on.

Notwithstanding the case study, this research utilized the entirety of the above strategies. After cautiously checking on the literature and case study pursued by consumer satisfaction review. The analysis, the reason and suspicions of the research study are settled.

3.8 RESEARCH SURVEY DESIGN

Researchers can use several strategies to conduct research based on personal preferences and research nature. The strategy used in this study is that research survey design is a plan for researchers to obtain answers to research questions that guide research. Burns & Grove (2001) pointed out that design research can help researchers plan and implement research in ways that help them achieve the desired results and this increases the likelihood of receiving information related to the situation.

Therefore, this study used deductive and quantitative methods and followed the survey method because the data was collected through questionnaires. (Bryman & Bell, 2015).

3.9 RESEARCH SAMPLING DESIGN

The sample responses were drawn from the general area of Rawalpindi and Islamabad with specific focus on the power sector (Malhotra, Agarwal, & Ulgado, 2003). This is because the power sector has the highest concentration of IESCO services consumers in Twin city (Rawalpindi and Islamabad).

The sampling design process used in the study included the subsequent stages:



Figure 3.4: *Steps in the Sampling Design Process*

3.9.1 Target Population

The target population of research is the consumers of IESCO services in Rawalpindi and Islamabad region. They include civil servants, public servants, educated businesspersons, students and others who are using the services of IESCO excluding illiterates because they may not have the requisite knowledge to fill the questionnaire.

The main gap in this study is to assess consumer satisfaction through the service quality provided by the Pakistani power sector. Therefore, all electricity consumers are the target population of the study.

3.9.2 Sampling Frame

This is the source material or equipment from which the sample was taken. In statistics, a sampling frame is a list of all unit that used to define researcher's population (Cooper, Schindler, & Sun, 2006). In this study, the sampling range was limited to IESCO consumers, so the study was limited to the Islamabad and Rawalpindi area because IESCO did not have any business in another big city in Pakistan. Because very cities have different distribution supplies company in Pakistan.

3.9.3 Sampling Technique

It can be divided into two categories: probability sampling and non-probability sampling. In probability

(random) sampling, you first need to extract all eligible individuals as samples from a whole sampling frame. This gives all qualified personnel the opportunity to select a sample and you will be able to summarize the findings more fully. Compared to non-opportunistic sampling, probabilistic sampling strategies are more time consuming and expensive. In non-probabilistic (non-random) sampling, you no longer need to start with the entire sampling frame, so few people can decide. Therefore, at the end result you cannot evaluate the influence of sampling errors and huge risk of abnormal results in non-representative samples. However, non-probabilistic sampling methods are often cheaper, more convenient and useful for analysis study with hypothesis generation (Hickman M. 2013). For data collection this study uses purely probabilistic techniques (random sampling).

3.9.4 Sample Size

The number of samples is the decisive action to select the number of observations or duplicates to be included in a statistical sample (such as a scientific experiment or public opinion survey). According to a look at by way of Saunders et al. (2012), there is sampling strategies to be had, namely probability and non-probability.

The researchers used possibility sampling, first the probability sampling approach is constant with the survey research method because the probability sampling can be used to pick out truthful sampling from the populace, and the non-probability sampling may be decided on from the non-consultant population.

In this study by using Krejcie & Morgan method for selecting sample size with the help of sample size given population size table with a focus on the IESCO service in power sector. This is because in the Twin Cities (Rawalpindi and Islamabad), the power industry is the most concentrated place for IESCO service consumers.

Sample size was calculated using Krejcie & Morgan (1970), sample size for a given population size table. Minimum number of samples for a reliable sample is discussed in this Table 3.1.

The population for this current research study is 285 and a reliable sample size is at least is 205 according to Krejcie & Morgan sample size table.

The data is received on the bases of questionnaires for this current research study were,

Table 3.1: Determining Sample Size of a Known Population (Source: Krejcie & Morgan, 1970)

N	S	N	S	N	S	N	S
10	10	150	108	460	210	2200	327
15	14	160	113	480	214	2400	331
20	19	170	118	500	217	2600	335
25	24	180	123	550	226	2800	338
30	28	190	127	600	234	3000	341
35	32	200	132	650	242	3500	346
40	36	210	136	700	248	4000	351
45	40	220	140	750	254	4500	354
50	44	230	144	800	260	5000	357
55	48	240	148	850	265	6000	361
60	52	250	152	900	269	7000	364
65	56	260	155	950	274	8000	367
70	59	270	159	1000	278	9000	368
75	63	280	162	1100	285	10000	370
80	66	290	165	1200	291	15000	375
85	70	300	169	1300	297	20000	377
90	73	320	175	1400	302	30000	379
95	76	340	181	1500	306	40000	380
100	80	360	186	1600	310	50000	381
110	86	380	191	1700	313	75000	382
120	92	400	196	1800	317	1000000	384
130	97	420	201	1900	320		
140	103	440	205	2000	322		

Note: N = Population, S = Sample Size

Furthermore, the targeted sample size of the study was 285. But I received the actual sample size from the consumers is 205. All 285 respondents received a structured questionnaire by soft copy and hard copy. Respondents' choices were randomly selected from cities such as Rawalpindi and Islamabad in Pakistan. The sample size of the survey comes from different categories of consumers, so it can ensure that all service quality is properly represented.

3.9.5 Sampling Process

Sampling process is a detailed specification of a population-based sampling design, the sample frame, the sampling unit, the sampling technique and the size of the sample to be determined. Initially, a total of 285 IESCO users formed the sample size for the study. However, only 205 respondents returned the complete questionnaire. Therefore, 205 consumers using IESCO services were analyzed.

3.10 PILOT STUDY FOR QUESTIONNAIRE

It was conducted to check their effectiveness and distinguish between unavoidable failings in the design (Saunders & Lewis 2012). Thus, the problems found at this stage can be solved before the actual research.

This pilot test was intended to support researcher determine that everyone can clearly understand all the implications of the problem. After sending the final questionnaire, instead of re-collecting the data, it is better to correct errors during the trial phase.

Researchers verified the questionnaire between his friends and sent it to users of IESCO services in Islamabad and Rawalpindi. The professional and technical terms used in some of the questions which are difficult for large population to understand, so these terms are changed to substitutes to make it easy for all individuals to understand.

3.11 DEVELOPING RESEARCH QUESTIONNAIRE

The research questionnaire is one of the main methods for quantitative research and it is a structured data collection technique that includes a series of written or verbal questions answered by respondents. In the field of research, to reach the study results and findings the researchers ask questions from the concerned individuals. These questions are asked to explore and understand certain occurring or phenomenon. Questionnaires are widely used instruments for collection of data in order to administer survey. Questionnaire with ratings are introduced to concerned individuals for their input (Hussmanns, Mehran & Varmā, 1990). For quantitative data collection from individuals in structured form, questionnaires are the most practical and effective tool as argued by (Rugg & Petre, 2007).

3.11.1 Structure of Survey Questionnaire

For this study, a structured and closed questionnaire survey was used. The questionnaire is divided into four sections (A, B, C, and D). In questionnaires Section focuses on the demographic and personal information of the respondents. This section contains information about the respondent's age, sex, education, occupation, designation, division/ zone, accommodation and uses of IESCO services. Section B attempts to explore the service quality of IESCO. SERVQUAL (Parasuraman, Zeithaml and Berry, 1985, 1988, 1991, 1994) the dimensional questionnaire as a data collection tool. The original SERVQUAL was adjusted to suit IESCO-related research. Section C focuses on Consumer Satisfaction and Section D focuses on quality leadership in which leadership investigate the IESCO services and Consumer Satisfaction. The overall questionnaire has 36 statements, in which 25 statements for SERVQUAL dimensions, 5 statements

for quality leadership and 6 statements for Consumer Satisfaction. Data relating to all statements was captured on the 5-point Likert scale, ranging from completely different from Strongly Disagree=1 to Strongly Agree=5. Finally, this questionnaire goes to discover the consumer satisfaction of IESCO services. The sample respondents' satisfaction was measured through self-managed questionnaires. Data were captured on a 5-point Likert scale, with 1 point indicating strongly disagree and 5 points indicating strongly agree.

3.11.2 Design of Survey Questionnaire

The questionnaires are a very practical way to gather information from many people over a period of time. Therefore, the design of the questionnaire is important to ensure that accurate data is collected so that the results can be interpreted and summarized.

The questionnaire with four sections (A, B, C & D) is used in this research. Section-A is consisting of demographics and personal information. Section-B is consisting of Services Quality Dimensions (IV); Sections C is consisting of Quality Leadership (MV). Section D is consisting of Consumer Satisfaction (DV)). Section-B Services Quality Dimensions are further divided into five dimensions and it's consists of Tangibility, Reliability, Responsiveness, Empathy and Assurance. Tangibility based on 5 questions, Reliability based on 5 questions, Responsiveness based on 5 questions, Empathy based on 5 questions and Assurance based on 5 questions, Section-C Quality Leadership based on 5 questions and Section-D Consumer Satisfaction based on 6 questions.

Current research based on 36 questionnaire and these questionnaire scales are selected from various published articles. Variables and source of scales from where they were taken are shown in Table 3.2.

Table 3.2: *Chronology of Current Study Variables*

VARIABLE	NATURE	AUTHOR	SCALE
Tangibility	Independent Variable	Makanyeza & Mumiriki, (2016)	5-Points Likert Scale
Reliability	Independent Variable	Makanyeza & Mumiriki, (2016)	5-Points Likert Scale
Responsiveness	Independent Variable	Makanyeza & Mumiriki, (2016)	5-Points Likert Scale
Empathy	Independent Variable	Makanyeza & Mumiriki, (2016)	5-Points Likert Scale
Assurance	Independent Variable	Makanyeza & Mumiriki, (2016)	5-Points Likert Scale
Quality Leadership	Moderator Variable	Musinguzi, Namale, (2017)	5-Points Likert Scale

Consumer Satisfac- tion	Dependent Variable	Makanyeza & Mumiriki, (2016)	5-Points Likert Scale
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3.12 RELIABILITY AND VALIDITY

Both are independent of each other and measurement maybe reliable but invalid or unreliable but valid. Reliability is the degree to which a scale can produce regular effects even supposing measurements are repeated (Malhotra & Birks, 2007). Validity refers to the strength of an instrument to evaluate the best of studies (Zikmund, 2002). To assess the internal consistency of the Likert Scale research, a reliability and validity analysis were performed. The reliability and validity of the tool was calculated the usage of Cronbach's alpha because it's miles the maximum normally used tool for measuring inner consistency.

Adopted questionnaire were tested for their reliability using Cranach’s Alpha Reliability Test (Cranach’s, 1951). This test is use for check the reliability of the questions. Value of Cronbach Alpha is between Zero (0) and one (1). In surveys Cranach Alpha of more than 0.7 is considered reliable and sufficient (Hair et al., 2005).

Validity of a questionnaire is regarded as its potential to collect data for the purpose for what it was initially designed.

TABLE 3.3: RELIABILITY ANALYSIS (SOURCE: SURVEY RESULT (2019))

Scale	Number of Items	Cronbach Alpha
Tangibility	05	.818
Reliability	05	.857
Responsiveness	05	.905
Empathy	05	.907
Assurance	05	.901
Quality Leadership	05	.923
Consumer Satisfac- tion	06	.798

Cronbach’s Alpha Rule of Thumb for Results

- **IS CRONBACH’S ALPHA VALUE $A \geq .90$ INTERNAL CONSISTENCY IS EXCELLENT**
- **IS CRONBACH’S ALPHA VALUE $.90 > A \geq .80$ INTERNAL CONSISTENCY IS GOOD**

- **IS CRONBACH'S ALPHA VALUE $.80 > \alpha \geq .70$ INTERNAL CONSISTENCY IS ACCEPTABLE**
- **IS CRONBACH'S ALPHA VALUE $.70 > \alpha \geq .60$ INTERNAL CONSISTENCY IS QUESTIONABLE**
- **IS CRONBACH'S ALPHA VALUE $.60 > \alpha \geq .50$ INTERNAL CONSISTENCY IS POOR**
- **IS CRONBACH'S ALPHA VALUE $.50 > \alpha$ INTERNAL CONSISTENCY IS UNACCEPTABLE**

3.13 DATA COLLECTION

This study was led by primary and secondary data. The accumulation of this study has been done in the accompanying way.

1. Primary Data

Employees of a government bodies of IESCO which has responsible for services quality and continuous supply of distribution of electrical power in accordance with consumer satisfaction. These employees work 24/7 in rotating shifts.

This primary data was started from April 26, 2019 to July 26, 2019 and raw data was collected within 13 weeks. This over all data was collected from user of IESCO service consumer from Rawalpindi and Islamabad division/ zone based on pure probability sampling.

2. Secondary Data

The data was collected through extensive review of literature, journals, books, websites, publications and unpublished master's thesis. The IESCO report has been used to collect data applicable to the study purposes. In order to deepen the understanding of consumer satisfaction and service quality concepts, an intensity study turned into conducted. In this research environment, frequently browse academic connected journal places such as Research Gate, Emerald, SAGE and JSTOR. In addition, I also personally visited the Library of the Riphah International University, Rawalpindi and the Capital Library of the Higher Education Commission (HEC), Islamabad.

3. Field Work Data

Questionnaire will be constructed and distributed for Data collecting, using hard copy and softcopy through whatsapp groups and email. I shall arrange visits and obtain analysis of services quality from employee and students and 285 IESCO users took measurements intentionally. However, all subjects who moved randomly did not participate in the survey. Only, 205 responded received which filled all questionnaires and there were no missing values in this data.

3.14 DATA ANALYSIS TOOLS

The data was collected from IESCO consumers will be analyzed on the following basis: Descriptive statistics and inferential statistics. For descriptive statistics analysis MS Excel and SPSS tools will be used. In Chapter 4, I will analysis all data to find my thesis result by using below mention tools.

Table 3.4: *Tools Used for Data Analysis*

S NO.	TOOLS	PURPOSE
1	Value Missing analysis	The value missing analysis used to identify the missing entries in enters data.
2	Multicollinearity	Multicollinearity tests are used to check the degree of correlation between variables.
3	Cronbach's Alpha Test	The Cronbach's Alpha (α) tests measures the reliability and internal consistency of the scales used.
4	One-Way ANOVA	One-Way ANOVA test is used to check demographics variables there any need to control them.
5	Correlation Analysis	Correlation analysis is used to examine the correlation between study variables.
6	Regression Analysis	Regression analysis is used to check how change in the indicator variable predicts the degree of progress in the result variable.

3.15 RESEARCH ETHIC

Research ethics is a conventional of ideologies worldwide that governs the way in which any research that designs, manages, and conducts interactions between researchers and other human or human-related data. According to (Saunders, Lewis & Thornhill, 2009), it is important to be part of the research, both to understand the benefits and to understand the first. Consumer acceptability is a question of providing information to researchers. Then there are confidentiality and protection issues for respondents. It fundamentally alludes to the conduct of the researcher identified with the privileges of the individual who is working. This implies morals in explore is concentrating and observing on inquire about standards. Researcher must to adhere the standards of the investigation from begin to end.

The goal of ethics in research is to certify that no one is impaired or unfavorably affected by research goings-on. (Cooper & Schindler, 2008). Therefore, the current research is quantitative in nature, and the research purpose of the participants is purely for educational purposes and directly affects the participants. They voluntarily joined and their secrecy has been threatened. Ethics are also tailed in accordance with research standards.

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CHAPTER 4 DATA ANALYSIS AND RESULTS

4.1 INTRODUCTION

This chapter focuses on data analysis, research results, and basic instructions. The purpose of current study was to evaluate consumer satisfaction with service quality in Pakistan's power sector which focuses on IESCO services.

The results are illustrated in this section of the collected information. Analyze information through SPSS software. The main part of the analysis provides contextual data about the respondent. The subsequent sections analysis the data collected from the research questionnaire and present research questions and

assumptions.

4.2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

First, the demographics of sample respondents (205 users of IESCO services) are shown. The next section briefly summarizes the demographic information of the sample interviewees collected from the field survey.

4.2.1 Response Rate

Out of total 285 questionnaires distributed, 205 questionnaires are received for analyze data, response rate is 70.87%. Response rate of 70.87% is considered very good, on the basis of discussions by (Mugenda, O.M & Mugenda, A.G, 2003) and (Saunders, Lewis & Thornhill,2009) who says that a response of 50 % is acceptable but the response rate above 50 % reach to 60 % is good and the response rate for this study is 70.87 % is considered very good.

4.2.2 Respondents by Gender

Respondents frequency according gender are given in table 4.1.

Table 4.1: Sex of the Respondents Test (Source: Survey Result (2019))

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Male	143	69.8	69.8	69.8
Female	62	30.2	30.2	100
Total	205	100	100	

The table shows the gender levels of 205 respondents. After data collection, the majority of respondents were observed to be male (69.8%) and the rest were female (30.2%).

4.2.3 Respondents by Age

Respondent's frequency according age are given in table 4.2.

Table 4.2: Age of the Respondents Test (Source: Survey Result (2019))

Description	Frequency	Percent	Valid Percent	Cumulative Percent
20-25 year	78	38.0	38.0	38.0
26-30 year	71	34.6	34.6	72.7
31-35 year	29	14.1	14.1	86.8
36-40 year	11	5.4	5.4	92.2
41-45 year	10	4.9	4.9	97.1
46-50 year	4	2.0	2.0	99.0

51-55 year	2	1.0	1.0	100
Total	205	100	100	

From the targeted viewers we can see that there were 38.0% respondents who belong to the age limit of 20-25 years, 34.6% of the respondents were lies in 26-30 years of age, 14.1% of the respondents were lies in 31-35 years of age range, 5.4% of the respondents were lies in 36-40 years of age, 4.9% respondents were lies in 41-45 years of age, 2.0% of the respondents were lies in 46-500 years of age and 1.0% of the respondents were above 51-55 years.

4.2.4 Respondents by Education

Respondent’s frequency according educational qualification is given in table 4.3.

Table 4.3: Education of the Respondents Test (Source: Survey Result (2019))

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor	90	43.9	43.9	43.9
Master	109	53.2	53.2	97.1
PhD	6	2.9	2.9	100
Total	205	100	100	

The table shows the level of education of 205 respondents’ sample. The qualification allocation of end viewers shows that 43.9% respondents were Bachelor’s, 53.2% respondents were Master’s and 2.9% respondent was having PhD.

4.2.5 Respondents by Occupation

Respondent’s frequency according occupation is given in table 4.4.

Table 4.4: Occupation of the Respondents Test (Source: Survey Result (2019))

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Student	67	32.7	32.7	32.7
Employee	138	67.3	67.3	100
Total	205	100	100	

The table shows the occupational level of 205 respondents. It has been observed that the majority of respondents are employees, which is 67.3% and the rest are students, which is 32.7%.

4.2.6 Respondents by Designation

Respondent's frequency according designation is given in table 4.5.

Table 4.5: *Designation of the Respondents Test (Source: Survey Result (2019))*

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Low Level	86	42.0	42.0	42.0
Medium Level	107	52.2	52.2	94.1
Top Level	12	5.9	5.9	100
Total	205	100	100	

According to above table from total population of 205 respondents there were 42.0% respondents' low level, there were 52.2% from medium level, there were 5.9% respondents from top level.

4.2.7 Respondents by Division/ Zone (Rawalpindi and Islamabad)

Respondent's frequency according zone is given in table 4.6.

Table 4.6: *Division/ Zone of the Respondents Test (Source: Survey Result (2019))*

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Rawalpindi	107	52.2	52.2	52.2
Islamabad	98	47.8	47.8	100
Total	205	100	100	

The table shows the level of division/ zone (Rawalpindi & Islamabad) of the sample 205 respondents. The study reveals that 52.2% of the respondents live in Rawalpindi zone; whereas the remaining 47.8% live in Islamabad Zone.

4.2.8 Respondents by Accommodation Types

Respondent's frequency according accommodation types are given in table 4.7.

Table 4.7: *Type of the Accommodation of the Respondents Test (Source: Survey Result (2019))*

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Own	93	45.4	45.4	45.4
Rent	112	54.6	54.6	100
Total	205	100	100	

Studies have shown that 45.4% of respondents live in their homes or apartments. The remaining 54.6% live in rented houses or apartments.

4.2.9 Respondents by IESCO Services Uses

Respondent's frequency according IESCO service uses are given in table 4.8.

Table 4.8: *IESCO Services Year of Uses of the Respondents Test (Source: Survey Result (2019))*

Description	Fre- quency	Percent	Valid Percent	Cumulative Percent
1-5 years' Service Use	43	21.3	21.3	21.0
5-10 years' Service Use	65	31.7	31.7	52.7
10-15 years' Service Use	97	47.3	47.3	100
Total	205	100	100	

The table demonstrates the level of IESCO service uses of the sample 205 respondents. From the targeted viewers we can see that there were 21.3% respondents who belong to the service uses limit of 1-5 years, 31.7% of the respondents were lies in 5-10 years of service uses and 47.3% of the respondents were lies in 10-15 years of service uses.

4.3 MULTICOLLINEARITY

This test is conducted to check the high level of correlation among the study variables and below table show the statistics of the test.

Table 4.9: *Multicollinearity Test (Source: Survey Result (2019))*



Study Independent Variables	Collinearity Statistics	
	Tolerance	VIF
Tangibility	.544	1.837
Reliability	.379	2.639
Responsiveness	.212	4.715
Assurance	.217	4.618
Empathy	.205	4.876

*If the VIF values lies between 1-10, then there is no Multicollinearity.

*If the VIF <1 or >10, then there is Multicollinearity

This study used Cronbach's alpha to assess the internal consistency of the research tool. Cronbach's (α) is a reliability factor used to measure the internal consistency of a test or gauge; the result is a number between 0 and 1. When the result is close to 1, the internal consistency of the project is higher, which means that all projects measure the same variables.

Based on outputs Collinearity statistics obtained value of VIF are Tangibility=1.837, Reliability=2.639, Responsiveness=4.715, Assurance=4.618 and Empathy=4.876 meaning that obtained value of VIF is between 1 to 10, it can be concluded that there are no Multicollinearity symptoms.

4.4 RELIABILITY OF VARIABLES

Reliability trial complete to check the reliability of instrument used in data collecting. By Cronbach alpha the reliability test is done. The results of Cronbach Alpha are given in Table 4.10.

Table 4.10: *Reliability of Variables Test (Source: Survey Result (2019))*

Variables Name	Mean	Cranach's Alpha
Tangibility	2.48	.818
Reliability	2.64	.857
Responsiveness	2.82	.905
Assurance	2.83	.907
Empathy	2.80	.901
Quality Leadership	2.93	.923
Consumer Satisfaction	2.23	.798

Cronbach Alpha Rule of Thumb for Results

- IS CRONBACH'S ALPHA VALUE $\alpha \geq .90$ INTERNAL CONSISTENCY IS EXCELLENT
- IS CRONBACH'S ALPHA VALUE $.90 > \alpha \geq .80$ INTERNAL CONSISTENCY IS GOOD
- IS CRONBACH'S ALPHA VALUE $.80 > \alpha \geq .70$ INTERNAL CONSISTENCY IS ACCEPTABLE
- IS CRONBACH'S ALPHA VALUE $.70 > \alpha \geq .60$ INTERNAL CONSISTENCY IS QUESTIONABLE
- IS CRONBACH'S ALPHA VALUE $.60 > \alpha \geq .50$ INTERNAL CONSISTENCY IS POOR
- IS CRONBACH'S ALPHA VALUE $.50 > \alpha$ INTERNAL CONSISTENCY IS UNACCEPTABLE

Due to the output s of Cronbach's Alpha the instrument has high reliability with the value of Cronbach's Alpha is between 0.70-0.90.

4.5 CORRELATION ANALYSIS

After run the Correlation analysis we see that how the variables are significantly connected with each other. All variables have MEAN value and below table show that the results.

Table 4.11: *Correlation Analysis Test (Source: Survey Result (2019))*

Variables.	1. TANG	2. RELI	3. RESP	4. ASUR	5. EMPT	6. QL	7. CS
1. TANG	1						
2. RELI	.620**	1					
3. RESP	.594**	.749**	1				
4. ASUR	.615**	.714**	.836**	1			
5. EMPT	.614**	.709**	.848**	.854**	1		
6. QL	.589**	.638**	.687**	.742**	.795**	1	

7. CS	.597**	.660**	.741**	.746**	.750**	.789**	1
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N=205, *p<0.05, **p<0.01, ***p<0.001.

Table 4.11 represents the correlation analysis for all variables. The correlation analysis clears the status of relationship among variables either positive or negative. The correlation analysis with value shows that the variables of this study mostly correlated positive as prescribed in the hypothesis.

The results of correlation between variables studied in present study such as; Tangibility (TANG), Reliability (RELI), Responsiveness (RESP), Assurance (ASUR), Empathy (EMPT), Quality Leadership (QL) and Consumer Satisfaction (CS). Tangibility is significantly positively correlated with Reliability at **.620**** Responsiveness at **.549****, Assurance at **.615****, Empathy at **.614****, Quality Leadership at **.589**** and Consumer Satisfaction at **.597****. Reliability is significantly positively correlated with Responsiveness at **.749****, Assurance at **.714****, Empathy at **.709****, Quality Leadership at **.638**** and Consumer Satisfaction at **.660****. Responsiveness is significantly positively correlated with Assurance at **.836**** Empathy at **.848****, Quality Leadership at **.687**** and Consumer Satisfaction at **.741****. Assurance is significantly positively correlated with Empathy at **.854****, Quality Leadership at **.742**** and Consumer Satisfaction at **.746****. Empathy is significantly positively correlated with Quality Leadership at **.795**** and Consumer Satisfaction at **.750****. Quality Leadership is significantly positively correlated with Consumer Satisfaction at **.789****. From all variables, the least scored correlation is between Tangibility and Quality Leadership (0.589) at **0.01** levels which are in line with hypothesized model.

4.6 REGRESSION ANALYSIS

In regression analysis it shows the answer of questions develop in this research study and address the study objective, ten hypotheses were tested and results of the data are discussed in this section. Regression analysis was conducted with unstandardized coefficients Beta (β), R^2 and ΔR^2 are reported.

Hypothesis are accepted or rejected on the basis of p=significance values.

Table 4.12: Regression Analysis Test (Source: Survey Result (2019))

Predictor's	Consumer Satisfaction		
	B	R ²	ΔR^2
STEP 1			
Control Variables		.065	.027
STEP 2			

	Tangibility	.200**		
	Reliability	.170*		
	Responsiveness	.265**		
	Assurance	.181		
	Empathy	.119**		
	Quality Leadership	.272**	.292**	.311***
STEP 3				
* $p < .05$	TANG*QL	.161**		
** $p < .01$	RELI*QL	.123**		
*** $p < .001$, Sample	RESP*QL	.207**		
Size (N) - 205	ASUR*QL	.247**		
In table 4.12 first	EMPT*QL	.267**	.638**	.632**
step the impact of				

demographic variables was mentioned which is control variable and R^2 is 0.065 and ΔR is .027.

In second step the impact of Tangibility, Reliability, Responsiveness, Assurance, Empathy and Quality Leadership were regressed. Where the result of regression analysis shows the positive significant relationship between Tangibility, Reliability, Responsiveness, Assurance, Empathy and Consumer Satisfaction.

In third step after integrating of five interaction terms the moderate effect the independents variables (Tangibility, Reliability, Responsiveness, Assurance and Empathy) and dependent variable (Consumer Satisfaction) and all relationship are briefly discussing below:

4.7 DIRECT RELATIONSHIP BETWEEN INDEPENDENT VARIABLE AND DEPENDENT VARIABLE

4.7.1 The Relationship Between Tangibility and Consumer Satisfaction

H₁: There is a positive relationship between Tangibility and Consumer Satisfaction.

The results shown in Table 4.12 show that tangibility has a positive impact on consumer satisfaction, with values of $\beta = .200$ ** and a p-value of < 0.001 . According to regression analysis, tangibility has an impact on consumer satisfaction, so hypothesis H₁ is accepted.

4.7.2 The Relationship Between Reliability and Consumer Satisfaction

H₂: There is a positive relationship between Reliability and Consumer Satisfaction.

The results shown in Table 4.12 show that reliability has a positive and significant impact on consumer satisfaction with values of $\beta = .170 *$ and p values <0.01 . According to regression analysis, reliability has an impact on their consumer satisfaction, so hypothesis H₂ is accepted.

4.7.3 The Relationship Between Responsiveness and Consumer Satisfaction

H₃: There is a positive relationship between Responsiveness and Consumer Satisfaction.

The results shown in Table 4.12 show that the responsiveness has a significant positive impact, with consumer satisfaction with values of $\beta = .265 **$ and p value <0.001 . According to regression analysis, responsiveness has an impact on its consumer satisfaction, so hypothesis H₃ is accepted.

4.7.4 The Relationship Between Assurance and Consumer Satisfaction

H₄: There is a positive relationship between Assurance and Consumer Satisfaction.

The results shown in Table 4.12 show that the assurance has significant positive impact, with consumer satisfaction with values of $\beta = .181$ and a p value of <0.05 , it is According to regression analysis, assurance has an impact on its consumer satisfaction, so hypothesis H₄ is accepted.

4.7.5 The Relationship Between Empathy and Consumer Satisfaction

H₅: There is a positive relationship between Empathy and Consumer Satisfaction.

The results shown in Table 4.12 show that empathy has a positive impact on consumer satisfaction with values of $\beta = .119 **$ and p values <0.001 . According to regression analysis, empathy has an impact on its consumer satisfaction, so hypothesis H₅ is accepted.

4.8 QUALITY LEADERSHIP MODERATES THE RELATIONSHIP OF INDEPENDENT VARIABLE AND DEPENDENT VARIABLE

One of the main purposes of this research study was to analyze the moderating effect of Quality Leadership on the relationship among Tangibility, Reliability, Responsiveness, Assurance, Empathy and Consumer Satisfaction. The moderating effect is evaluated on the approach of (Baron & Kenny, 1986) for testing the main effect and the interaction terms of independent variable and moderator. This is also a research gap in the study

4.8.1 The Effective Quality Leadership Moderates the Relationship of Tangibility and Consumer Satisfaction.

H₆: Quality Leadership has moderating effect the relationship between Tangibility and Consumer Satisfaction.

According to the results in table 4.12 the moderation effect of Quality Leadership of an organization or project head has a significant positive impact on the relationship between Tangibility and Consumer Satisfaction having beta value $\beta = .161^{**}$ along with p-value < 0.001 . In the light of regression analysis of Quality Leadership moderate the relationship of Tangibility and Consumer Satisfaction, the hypothesis six is accepted.

4.8.2 The Effective Quality Leadership Moderates the Relationship of Reliability and Consumer Satisfaction.

H₇: Quality Leadership has moderating effect the relationship between Reliability and Consumer Satisfaction.

According to the results in table 4.12 the moderation effect of Quality Leadership of an organization or project head has a significant positive impact on the relationship between Reliability and Consumer Satisfaction having beta value $\beta = .123^{**}$ along with p-value < 0.001 . In the light of regression analysis of Quality Leadership moderate the relationship of Reliability and Consumer Satisfaction, the hypothesis seven is accepted.

4.8.3 The Effective Quality Leadership Moderates the Relationship of Responsiveness and Consumer Satisfaction.

H₈: Quality Leadership has moderating effect the relationship between Responsiveness and Consumer Satisfaction.

According to the results in table 4.12 the moderation effect of Quality Leadership of an organization or project head has a significant positive impact on the relationship between Responsiveness and Consumer Satisfaction having beta value $\beta = .207^{**}$ along with p-value < 0.001 . In the light of regression analysis of Quality Leadership moderate the relationship of Tangibility and Consumer Satisfaction, the hypothesis eight is accepted.

4.8.4 The Effective Quality Leadership Moderates the Relationship of Assurance and Consumer Satisfaction.

H₉: Quality Leadership has moderating effect the relationship between Assurance and Consumer Satisfaction.

According to the results in table 4.12 the moderation effect of Quality Leadership of an organization or project head has a significant positive impact on the relationship between Assurance and Consumer Satisfaction having beta value $\beta = .247^{**}$ along with p-value < 0.001 . In the light of regression analysis of Quality Leadership moderate the relationship of Assurance and Consumer Satisfaction, the hypothesis nine is accepted.

4.8.5 The Effective Quality Leadership Moderates the Relationship of Empathy and Consumer Satisfaction.

H₁₀: Quality Leadership has moderating effect the relationship between Empathy and Consumer Satisfaction.

According to the results in table 4.12 the moderation effect of Quality Leadership of an organization or project head has a significant positive impact on the relationship between Empathy and Consumer Satisfaction having beta value $\beta = .267^{**}$ along with p-value < 0.001 . In the light of regression analysis of Quality Leadership moderate the relationship of Empathy and Consumer Satisfaction, the hypothesis ten is accepted.

4.9 RESULTS OF RESEARCH QUESTIONS AND HYPOTHESES OF CURRENT RESEARCH STUDY

Q. No#1. Do tangibility assets provide modern services to improve the quality of service to meet the needs of consumers?

H₁: There is a positive relationship between Tangibility and Consumer Satisfaction.

Q. No#2. Can reliability deliver better services to increase consumer satisfaction?

H₂: There is a positive relationship between Reliability and Consumer Satisfaction.

Q. No#3. Can responsiveness deliver fast and effective services to increase consumer satisfaction?

H₃: There is a positive relationship between Responsiveness and Consumer Satisfaction.

Q. No#4. Is assurance impart a good relationship with employees to improve consumer satisfaction?

H₄: There is a positive relationship between Assurance and Consumer Satisfaction.

Q. No#5. Will empathy affect consumer demand, thereby improving service quality to satisfy consumers?

H₅: There is a positive relationship between Empathy and Consumer Satisfaction.

Q. No#6. Has quality leader eased the link between tangibility and consumer satisfaction?

H₆: Quality Leadership has moderating effect the relationship between Tangibility and Consumer Satisfaction.

Q. No#7. Has the quality leader eased the relationship between reliability and consumer satisfaction?

H₇: Quality Leadership has moderating effect the relationship between Reliability and Consumer Satisfaction.

Q. No#8. Has the quality leader mitigated the relationship between responsiveness and consumer satisfaction?

H₈: Quality Leadership has moderating effect the relationship between Responsiveness and Consumer Satisfaction.

Q. No#9. Will quality leader ease the relationship between assurance and consumer satisfaction?

H₉: Quality Leadership has moderating effect the relationship between Assurance and Consumer Satisfaction.

Q. No#10. Has the quality leader eased the relationship between empathy and consumer satisfaction?

H₁₀: Quality Leadership has moderating effect the relationship between Empathy and Consumer Satisfaction.

4.10 SUMMARY OF HYPOTHESES

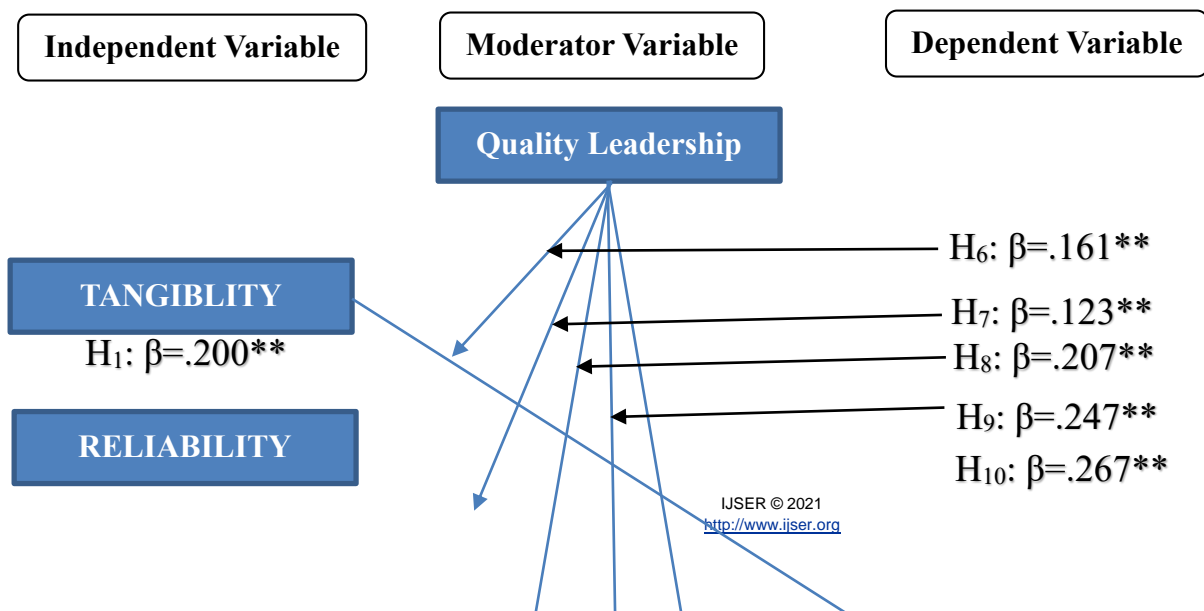
Table 4.13: *Summary of Research Hypothesis*

S. No	HYPOTHESES	RESULT
H ₁ :	There is a positive relationship between Tangibility and Consumer Satisfaction.	ACCEPTED
H ₂ :	There is a positive relationship between Reliability and Consumer Satisfaction.	ACCEPTED
H ₃ :	There is a positive relationship between Responsiveness and Consumer Satisfaction.	ACCEPTED
H ₄ :	There is a positive relationship between Assurance and Consumer Satisfaction.	ACCEPTED
H ₅ :	There is a positive relationship between Empathy and Consumer Satisfaction.	ACCEPTED
H ₆ :	Quality Leadership has moderating effect the relationship between Tangibility and Consumer Satisfaction.	ACCEPTED
H ₇ :	Quality Leadership has moderating effect the relationship between Reliability and Consumer Satisfaction.	ACCEPTED
H ₈ :	Quality Leadership has moderating effect the relationship between Responsiveness and Consumer Satisfaction.	ACCEPTED
H ₉ :	Quality Leadership has moderating effect the relationship between Assurance and Consumer Satisfaction.	ACCEPTED
H ₁₀ :	Quality Leadership has moderating effect the relationship between Empathy and Consumer Satisfaction.	ACCEPTED

Regression test were run on data; hypotheses was accepted or not accepted using significance values. If the sig value <0.05, significant effect of independent variable on dependent variable. If the sig value >0.05, then independent variable has no significant effect on dependent variable. Based on output of regression analysis test. In this study all hypotheses are accepted.

4.11 OPERATIONAL FRAMEWORK FOR IESCO MANAGERS

The research operational framework for IESCO managers is developed on based on output of regression analysis test and researcher find beta β , R² and ΔR^2 values by and after analysis all hypothesis is accepted. The figure of operational framework shown below (Figure 4.1).



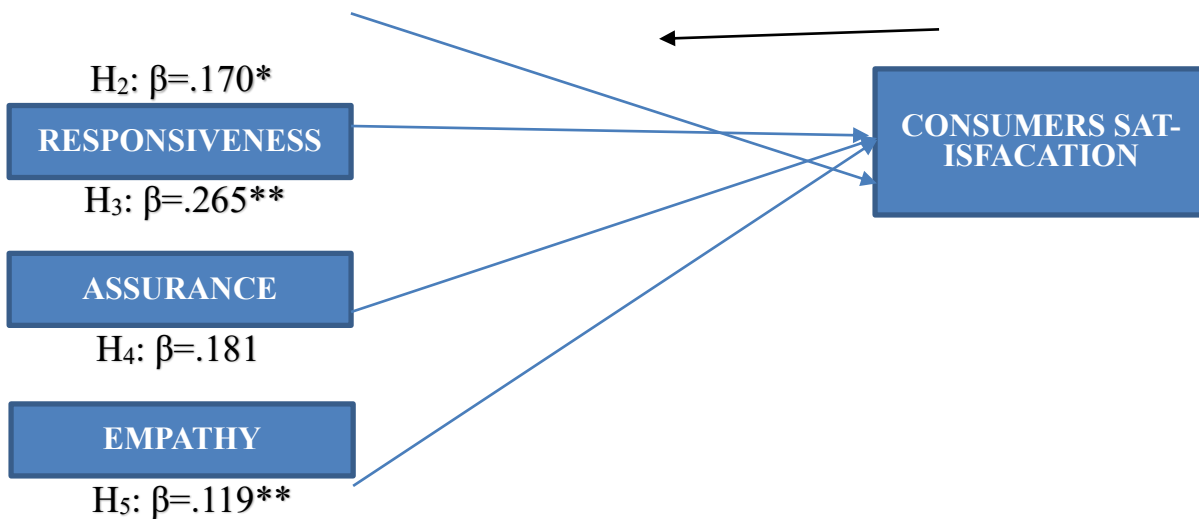


Figure 4.1: *Research Operational Framework for IESCO Managers*

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CHAPTER 5 CONCLUSION, IMPLICATIONS, DELIMITATION AND FUTURE RESEARCH STUDY

5.1 INTRODUCTION

This chapter is mainly based on research results and analysis, focusing on the conclusions, meanings, limitations and delimitation of the research. In addition, the final contribution to research and direction for future research. The chapter structure will generate some inspiration for IESCO management to improve consumer satisfaction with service quality, and then improve consumer satisfaction based on research results, and draw conclusions. Then try to list some of the imitation, demarcation and future research directions for those who wish to contribute to the future development of the country's power industry.

5.2 CONCLUSION

Consumers' awareness and requirements are getting higher and higher, and they are becoming more active and active; leading to a need for the power sector to better understand consumer needs. Ensuring that service quality will performance an important role in maintaining industrialization, research on Islamabad and Rawalpindi division/regional consumers shows that IESCO's service status is far below consumer expectations.

This study points to many aspects of the Pakistani power sector involving IESCO. The service quality of IESCO was not found to be very satisfactory. However, it is imperative for consumers to be extremely satisfied with the supportable upcoming development of the organization. It turns out that higher satisfaction guarantees repeat business for consumers have a tendency to be more faithful to service providers (Jones & Sasser, 1995). Service quality directly or indirectly affects redemption intentions through satisfaction (Boulding et al., 1993; Keaveney, 1995).

As a whole, service quality has proven to be an important prerequisite for satisfaction. Since the administrators of the power sector (distribution) are tangled in service delivery in which they should pay close attention to improvements in service quality.

Overall, the study found the future of the Pakistani power industry full of hope. Although the current satisfaction with IESCO service quality is bad and can be raised up to good level if properly managed. Pakistan is on the rise in all aspects and will need more electricity in the coming days and must be delivered to the country's growing development opportunities. Not only the government's IESCO organization (the distribution agency in the northern region), but also other power sectors as well as power generation, transmission and other city distribution agencies or organizations (PESCO, FESCO, LESCO, MESCO, TESCO, QESCO and KE), should undertake The country has become a challenge for power (electricity) power distribution, transmission and power generation hubs. If special attention is paid to the service quality, then the growth of the country's power industry will be only a matter of time.

5.3 MANAGERIAL IMPLICATIONS

Service quality and consumer satisfaction in power sector turns out that is an important determinant of maintaining IESCO's overall performance system. There is some suggestion for IESCO service thereby improving their consumer satisfaction which was derived from the findings of this research.

- IESCO's Board of Directors should reliably filter and improve all channels routinely used by the services. For this reason, the organization of the scope of IESCO representatives is important to avoid upsetting situations. It tends to be finished by setting the priorities of the representatives to be carried

out day by day to quantify their limit of work. A scoping organization helps set goals and estimate exposure by evaluating the amount of work the worker can do each day.

- IESCO is significant that each management need to comprehend that the association presence relies upon the consumers. As an authority association, consumer help is a key segment to satisfy them in all level. All management of IESCO should be aware that consumers will evaluate associations based on the quality of services provided. Along these lines, frame of mind of IESCO employee towards consumers is very important.
- Training courses should be provided for IESCO managers and should be emphasize the importance of consumers and their value to the organization, and demonstrate the attitude of each IESCO management towards consumers. With this in mind, IESCO management will change the attitude of serving consumers.
- IESCO management can improve consumer satisfaction by distributing their services more unfailing. In this manner, IESCO should show true enthusiasm for taking care of the consumer issues identified with meter perusing, drop-wire changes, burnt and damaged meter changes, sending bills to consumer via email or sms, and so forth. IESCO should also run the service for the first time within the guaranteed time.
- IESCO's authorities must not forget the impact of their consumers' consistent courtesy. The polite conduct of the management staff will help trust in consumers about IESCO's service quality, which will guarantee better consumer satisfaction.
- IESCO should be more cautious when dealing with consumers. For example, you should be careful correcting bills while sending bills to consumer, adjusting or refunding prepayments after correction. If the consumer feels unsafe or unsure about the transaction with IESCO, their overall evaluation of IESCO service quality will not be optimistic and then in the result so their consumer satisfaction will be low.
- IESCO should recruit practicality and knowledgeable employees because consumers can be assured and willing to deal with knowledgeable employees. While the current recruitment of smart IESCO management is expensive for IESCO management, it will deliver good returns in the long run.

5.4 DE-LIMITATION

This study clearly shows that it is about the IESCO public sector, which is electricity distribution company in Islamabad, Rawalpindi, Fateh Jang, Chakwal, and Taxila. Therefore, the conclusions of this study should be limited to IESCO. It is the researcher's efforts to discover reality by studying the problem, and the conclusion is based on the results of the analysis. This contributes to the service quality and Consumer Satisfaction. You must therefore trust all the limits of personal perception.

The measurement techniques used in this study pose many problems. The delimits of the study are as follows:

1. In this study the researcher used the SERVQUAL tools (Parasuraman, Zeithaml & Berry, (1985, 1988, 1991 & 1994) to evaluate IESCO service quality gap. However, this tool irritates some criticism (Cronin & Taylor, 1992). As long as such instruments are criticized, ongoing research will also be criticized.
2. This study just tried consumer satisfaction through service quality. Be that as it may, satisfaction additionally relies upon numerous components, including value, trust and unwavering.
3. This study primarily subject to one aspect - the influence of service quality on consumer satisfaction and the moderator's role in quality leadership. In addition, existing research judgments are based on IESCO service consumers and the limitation is that consumer satisfaction is recorded via SERVQUAL model tool. Since the individual analysis of consumer satisfaction is not completely realized.
4. In some case participants may refused to speak against about IESCO services.

5.5 CONTRIBUTIONS FOR RESEARCH

The contributions of this research can be concise in the following sorts:

1. **Context Contribution:** The study background is the analysis of power sector with special attention to IESCO. This study addressed numerous aspects of the industry, such as - the information of the power industries, an overview of the power sector in Pakistan and the general data of IESCO - which can be considered as a basic involvement to the study.

2. **Operational Contribution:** This study was based on a model called SERVQUAL, established by Parasuraman, Zeithaml & Berry (1988) and has been established to evaluate consumer satisfaction over five-dimensional service quality. So, throughout the study period, the SERVQUAL model has been put into use and can be considered as a contribution in research.
3. **Problem-solving Contribution:** Attributing the possible causes to the outcomes of this study can be measured as a problem-solving contribution.
4. **Suggestive Contributions:** This study presents an analysis for IESCO service to recover the marketing productivity of the organization and this could be well-thought-out a suggestive contribution to the study.

5.6 DIRECTIONS FOR FUTURE RESEARCH

This study has some limitations which are resolved by future researchers to fill the gap in the literature. Present research is lean to analysis the uncertain effect of quality leadership using the SERVQUAL dimensional model to assess consumer satisfaction. To refer IESCO for analyzing the quality of electricity services in Islamabad and Rawalpindi. Therefore, this study does not attempt to find a range of research in other important areas of the country's power sector. In this section the study presents a list of future studies in the power sector in Pakistan.

- Future researchers will need to assemble data by increasing the size of the sample. The limitation of this study is that the respondents from which the data was collected were based in Islamabad and Rawalpindi Division/ Zone of IESCO organization due to the time constraint. The results will may be differ when the data will be collected from other cities and organizations in Pakistan, such as PESCO, LESCO. MESCO, FESCO, TESCO, QESCO and KE, where service quality is equally important but violated. So, the empirical evidence of this study cannot be generalized among the distributed power sector companies of Pakistan.
- This study can be constructed longitudinally to see if consumer satisfaction with IESCO service quality fluctuates over time. For a long time, consumer perceptions of IESCO's service quality have enabled such research to contribute to IESCO's management.

- This study only showed the moderating impact of quality leadership on the relationship of other six variables (five dimensions of service quality and consumer satisfaction). Further variables can be measured and associated by the moderator.
- A comparable study could be arranged in some different territories of intensity part for example, renewable energy, engine oil (petroleum, diesel, and octane), coal mining, lubrication industries, gas exploration and distribution and so forth.
- Since consumer satisfaction is not a common measure of quality, another recommendation for future research is to associate the impact of images with consumer satisfaction. Because today's business is driven by image factors, it can be seen that the consumer experience is somewhat different.

According to the research results and limitations of the study, future researchers can study the service quality along with distributed power sector on complete consumer satisfaction.

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APPENDIX A

COVERING LETTER FOR SURVEY QUESTIONNAIRE

COVERING LETTER TO RESPONDENT

Dear Participant,
Assalam o Alaikum

I am a research student in the Engineering Management at Riphah International University, Rawalpindi-Pakistan. I'm enrolled in Master of Engineering Management. Presently, I'm conducting a case study entitled "**Analysis of Services Quality in Power Sector**".

In the regard, I'm asking for your precious time and effort to answer all the questions in the questionnaire that are important and helpful for the completion of my research.

Please, I respectfully ask you to complete the questionnaire and be assured that the data collected will be kept confidential and no firm, organization or individual will be identified in the thesis or in any report or publication based on this research.

Your positive response in this request will be valuable contribution for the success of the study and will highly appreciate.

Thanks in advance for your co-operation.

Respectfully Yours,

Basharat Ali

Email ID: basharatali@iiee.edu.pk

SURVEY QUESTIONNAIRE TO RESPONDENT

SECTION A: DEMOGRAPHIC AND PERSONAL INFORMATION

Name: _____

Age: _____

Sex: _____

Education: _____

Occupation: _____

Designation: _____

Division: Islamabad/ Rawalpindi _____

Accommodation Type: Own/ Rent _____

IESCO Services: Uses Year's _____

SECTION B: SERVICE QUALITY DIMENSIONS (IV)

The subsequent statements are concerning the Service Quality of IESCO. This section divided into 5 dimensions which consist of “Tangibility”, “Reliability”, “Responsiveness”, “Empathy” and “Assurance”.

Please indicate your response throughout the questionnaire by ticking the appropriate box where (1= Strongly disagree, 2= Disagree, 3= Neither disagree nor agree, 4= Agree and 5= Strongly Agree).

TANGIBILITY		1	2	3	4	5
Appearance of physical facilities, equipment, personnel, printed and visual materials.						
1	IESCO use modern equipment for testing and meter reading	1	2	3	4	5
2	IESCO visually appealing facilities.	1	2	3	4	5
3	IESCO line-man, technicians and consumer service employees are commendable in terms of professional appearance.	1	2	3	4	5
4	IESCO materials associated with the service have good visual appearance.	1	2	3	4	5
5	IESCO network infrastructure like poles, transformers, distribution lines and power cabinets are in good state.	1	2	3	4	5
RELIABILITY						
Ability to perform promised service dependably and accurately.						
1	When IESCO promises to do something by a certain time, it does so.	1	2	3	4	5
2	When you have problem, IESCO shows a sincere interest in solving it.	1	2	3	4	5
3	IESCO performs services right the first time.	1	2	3	4	5

4	IESCO provides its service at the time it promises to do so.	1	2	3	4	5
5	IESCO provides error-free consumer detail such as bills, usage records, etc.	1	2	3	4	5
RESPONSIVENESS		1	2	3	4	5
Willingness to help consumers to provide prompt service.						
1	IESCO employees tell you exactly when services will be performed, install or restored.	1	2	3	4	5
2	IESCO employees give prompt service to consumers.	1	2	3	4	5
3	IESCO employee is always willing to attend to consumer queries and complaints.	1	2	3	4	5
4	IESCO Employee is never too busy to respond to consumer requests.	1	2	3	4	5
5	IESCO fault report meter reading and burnt are always accessible and quickly answered.	1	2	3	4	5
ASSURANCE		1	2	3	4	5
Possession of required skill and knowledge to perform service.						
1	The behavior of IESCO employees instills confidence in you.	1	2	3	4	5
2	IESCO making consumers feel safe in their transactions.	1	2	3	4	5
3	IESCO employees are regularly courteous to you.	1	2	3	4	5
4	IESCO employees who have the knowledge to answer consumer questions.	1	2	3	4	5
5	There is secure parking at IESCO premises.	1	2	3	4	5
EMPATHY		1	2	3	4	5
Making the effort to know consumers and their needs.						
1	IESCO giving consumers individual attention.	1	2	3	4	5
2	IESCO has operating hours convenient to all its consumers.	1	2	3	4	5
3	An IESCO employee gives consumers personal attention.	1	2	3	4	5

4	Having the consumer's best interest at heart.	1	2	3	4	5
5	IESCO employees understand your specific needs of their consumers.	1	2	3	4	5

SECTION C: CONSUMER SATISFACTION (DV)

The subsequent statements are concerning the Consumer Satisfaction of IESCO.

Please indicate your response throughout the questionnaire by ticking the appropriate box where (1= Strongly disagree, 2= Disagree, 3= Neither disagree nor agree, 4= Agree and 5= Strongly Agree).

CONSUMER SATISFACTION		1	2	3	4	5
It can be referred to as the reflection of a consumer's comparative judgment resulting from the perceived performance of a service.						
1	IESCO provide good services to its consumers.	1	2	3	4	5
2	I'm satisfied that this company services quality compares well with other services providers.	1	2	3	4	5
3	I'll recommend IESCO services to other peoples.	1	2	3	4	5
4	I'm satisfied that I will remain loyal to IESCO.	1	2	3	4	5
5	The ranges of IESCO services offers satisfy my needs.	1	2	3	4	5
6	I'm satisfied with the overall service quality of IESCO power distribution.	1	2	3	4	5

SECTION D: QUALITY LEADERSHIP (MD)

The subsequent statements are concerning the quality leadership of IESCO.

Please indicate your response throughout the questionnaire by ticking the appropriate box where (1= Strongly disagree, 2= Disagree, 3= Neither disagree nor agree, 4= Agree and 5= Strongly Agree).

QUALITY LEADERSHIP		1	2	3	4	5
It is a prerequisite for executing quality management. IESCO leaders building and direct an organization as well as how they work within an organization are dangerous elements to the success of an operative quality management process.						
1	IESCO quality leadership initiate and executive work by self when necessary.	1	2	3	4	5

2	IESCO able to plan ahead and perform the task well.	1	2	3	4	5
3	IESCO allocate time efficiently and set priorities.	1	2	3	4	5
4	IESCO demonstrates leadership when required by the consumer.	1	2	3	4	5
5	IESCO Leadership gives direction and guidance to others.	1	2	3	4	5

TURNITIN TEST REPORT FOR PLAGIARISM CHECK

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