

ABSTRACT

Employee and Customer satisfaction has become one of the critical issues in total quality management and performance contracting. Customer perceptions of the quality of services provided is a key factor (along with cost effectiveness) in determining a National Agricultural Organization's competitive advantage and effectiveness in service delivery. Employee satisfaction drives productivity and customer satisfaction. The drivers of employee and customer satisfaction are explained using the Kano's model of customer satisfaction. Kano's model distinguishes three categories of factors that have a different impact on the formation of customer satisfaction: basic factors (dissatisfiers), excitement factors (satisfiers) and performance factors (hybrid factors). In the first part of the paper, the authors review the literature on Kano's model of customer satisfaction and interrelationships with employee satisfaction. The authors then report the findings of a customer and employee satisfaction baseline survey for KARI.