

**EXPLORING QUALITY MANAGEMENT AS A TOOL FOR  
ORGANISATIONAL PERFORMANCE: A CASE STUDY OF  
ETHEKWINI MUNICIPALITY**

**By**

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**2017**

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## DECLARATION

I Lungi Bridget Mnyandu declare that

EXPLORING QUALITY MANAGEMENT AS A TOOL FOR ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF ETHEKWINI MUNICIPALITY is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

.....

Signature

(L.B.Mnyandu)

.....

Date

## **ACKNOWLEDGEMENTS**

I would like to extend my gratitude to the following people and institutions, who have contributed significantly to the completion of this dissertation:

To Almighty God , for granting me the wisdom, courage and persistence to pursue and complete this dissertation.

To my Supervisor, Vuyokazi Mtembu, for your valuable support, guidance and constructive comments with useful contribution. You made it manageable for me to press on, even though the journey seemed difficult.

To my husband, Boris Mnyandu, for his patience, encouragement and unwavering support during hard times and devastation in my endeavour to carry out the study , Without your support and understanding, I would never have come this far.

To my children, Awande , Amahle and Lwandle for their support , good cheer and understanding when I could not spend as much time with them as I should and for also carrying out the duties and responsibilities belonging to mom.

To my Siblings and niece Mandisa for their concerted support, prayers and encouragement during the period of study, you have been there for me throughout, giving me the courage and support I needed to carry on.

To my home cell group from our church for their continuous support, prayers and assistance at all times.

To my colleagues and staff at work for the support and understanding at all the times during my study period.

Lastly and mostly, to the Management and Staff of eThekweni Municipality for contributing significantly to this study, mostly by allowing me to conduct this study in your organization and secondly for contributing by setting time aside for the interviews and participating in the whole process.

## **ABSTRACT**

Quality management is a component that is crucial for the achievement of excellence of any organization and for its survival in an ever-changing business environment. Total Quality Management implementation in the Southern African local government structures came in to existence with the intention of enhancing the Municipalities performance and to improve service delivery in the public sector.

This research aimed at exploring the concept of Quality Assurance (QA) as a tool for Organizational Performance by investigating Quality Management practices and their effect on organizational performance, using eThekweni Municipality as a case study. This Municipality encounters issues of non-compliance and poor-quality information. Hence it was crucial to conduct this study in order to explore the effect of quality management practices on the performance of eThekweni Municipality to improve overall services. The study was directed by Deming's theory of Management and Crosby's theory of Quality Improvement.

A qualitative, case study design was implemented in this study. Research was embarked with eThekweni Municipality management and staff within monitoring and evaluation department who were selected purposely due to their high level of knowledge of the subject matter. Data was collected through a semi structured interview process followed by thematic analysis data. Research results of the study revealed that the use of QA as a tool does have an impact on the performance of this municipality. However it also has challenges such as capacity deficiency and minimum continuous Total Quality Management education and training, amongst others. The research contribution was a gain in an understanding of these challenges, as indicated above. The study concludes with recommendations on the options that the municipality could consider for continuous improvement such as compliance with regulations, proper consideration of TQM training needs, filling of vacancies (resource allocation) and focus on customer satisfaction. The research findings are critical for establishing effective service delivery interventions that could improve the performance of eThekweni Municipality. Finally, further research in this area is recommended.

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## **ABBREVIATIONS**

QA –	Quality Assurance
TQM -	Total Quality Management
OP –	Organizational Performance
IDP -	Integrated Development Plan
PMS -	Performance Management System
PMU –	Performance Management Unit
IQM -	Improvement Quality Management
EEDIPU -	EThekweni Economy Development and Investment Promotion Unit
KPI -	Key Performance Indicators
PDCA -	Plan Do Check Act
SDBIP-	Service Delivery and Budget Implementation Plan
M & E-	Monitoring and Evaluation
MSA-	Municipalities Systems Act
QM-	Quality Management
AG-	Auditor General
BSC-	Balanced Scorecard

# **CHAPTER ONE: OVERVIEW OF THE STUDY**

## **1.1 INTRODUCTION**

It is the responsibility of Municipalities to deliver services to their communities as per the South African Constitution however time and time again this obligation is not achieved (Republic of South Africa, 1996). For the municipalities of South Africa to achieve their strategic objectives, the government has to come up with a framework of quality systems that is in line with their organizational goals in order to be able to meet the expectations of the customers. The implementation of Total Quality introduced done with the intention to of improving the Municipalities' performance and fast-tracking service delivery in the public sector (Mubangizi, 2013).

The objective of this introductory chapter is to ensure that the reader is provided with an overview of the research presented in this study. This study aims to explore if the Quality Management System (QMS) does transform performance enhancement within the eThekweni Local Municipality in Kwazulu Natal. The study further seeks to help in finding loopholes in TQM implementation and to help improve the performance of the municipality. A qualitative approach will be followed in this study and the sample group will consist of participants who are directly involved in the implementation of the system within the municipality.

The study firstly begins with a brief discussion of the background to the research, followed by the research objectives, research questions, and the significance of the study. Furthermore, the study will use certain abbreviations as listed, which briefly explained, along with terms that are regularly used in the study. Finally, the study will outline the contents of further chapters.

## 1.2 BACKGROUND

The TQM originated almost 80 years when the theory of statistics was first introduced and further developed in Japan in the 40s led by Americans, such as Deming, Juran and Feigenbaum. (Oakland & Aldridge, 2014). Later on, due to the growth of public centre in the economy it was proven that the quality was s no longer relevant to manufacturing only but that service organisations were facing the same realities as those in manufacturing. Hence, the quality plays a big role in both manufacturing and public organisations. The concept of TQM was developed by pioneers such as Deming, Juran and Crosby in Japan and was led by the Americans in the 1940s (Carlson, 2012). The increasing pressure towards continuous improvement and the organisational desire to achieve excellence, high performance, or to become a world-class organisation drives the adoption of management initiatives (Thawesaengskulthai, 2010).

“Globalization, intense worldwide competition and ever-changing customer demands have dramatically changed the business environment during the past few decades “(Damen, 2010, 156). According to Rahmawaty (2010 ,153), it is unfortunate that the challenges that are brought by globalization cannot be ignored either in private sector or in the government sector all parties have to be ready and be able to survive.

The South African public sector management finds itself also affected by the globalization dynamics which put them in competition with the private sector. As a result, public sector organisations are now also facing the same realities that were in the past faced by their manufacturing counterparts. The concept of quality is no longer relevant to the manufacturing sector alone but has found its way led into public organisations. Hence, competition between private and public is about best practices and how management systems, methods and procedures that were successfully applied in the private sector and public sector institutions throughout the world can be improved Rahmawaty (2010).

All of these changes have a negative effect on quality service delivery. In response to the above mentioned changes, South African government has formed an environment that is making it possible through the enactment of legislation as well as policy frameworks implementation to allow the public sector to follow management theories such as Total Quality Management (Duma & Mubangizi , 2013).

Total Quality Management (TQM) has a responsibility to keep the promises made to the South African municipalities to render effective and efficient services as legally obliged. (The

Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), the White Paper on Local Government (1998) and the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) all point in the direction of quality services and improved quality of life in municipal communities. However, legislation is not enough to tackle the issues of addressing the problems of poor service quality. For effectiveness in the implementation of TQM, there is a need to have an organizational culture that support the operations and favourable environment that is often nonexistence.

At eThekweni municipality , Total Quality Management is one major management aspect that impacts organizational performance significantly when it comes to submission of annual reports for Audits .However , in the last few years , this municipality have faced challenges because of the quality of information submitted ,which has compromised the performance of the organization. The concept of TQM practice has not been embraced as should hence the issues on non-submission or late submission of reports has affected the performance of the municipality. When reports are not submitted on time this municipality run a risk of submitting reports that are not true reflections of what transpired.

This 2016/2017 Annual Performance Report is based on the audited version of the annual performance results. An analysis of the performance of the Municipality indicated that the overall performance of the Municipality is at 66.67% for the past three years not making much improvement. This achievement was due to a number of reasons such as poor quality of information submitted or nothing submitted in terms of service provided. It is therefore essential to establish the influence of TQM practice on the performance of eThekweni municipality and how it can be better managed for better results .Further, other reasons that justify choosing eThekweni Local Municipality as the ideal location for this study are as follows:

First, eThekweni is a metropolitan municipality in, Category A and the third largest city in the country. It has about 3,442.361 population (Census 2011). Due to its size this municipality has various challenges and some administrative changes in order to address the question of variations in capacities in communities that it services. eThekweni Municipality is an ideal site for a researcher to study how this municipality has converted its management approaches on quality, customer service, and performance in order to deliver quality services to different communities holistically. Secondly, as globalization has changed the way that many organisations operated, some organizations which have adopted this TQM includes the

Municipalities. eThekweni Municipality is one of the municipalities that practises Quality Management system as a tool to enhance performance. The implementation at eThekweni municipality was first adopted in 2007 as an internal process used to prepare the stakeholders for the Audit in order to ensure that they are well prepared for the Audit.

Therefore, this study is vital to conduct in order to describe the relevancy of QM practice with special reference to eThekweni Municipality by exploring if the TQM implementation does have an influence on the performance of the municipality. Thirdly, the implementation of the QM practice by the municipalities has undergone challenges from improper co-operation from stakeholders in implementing the QM system to a lack of proper documentation to verify accomplishment of the system by municipal officials including late submission or reports if submitted at all. These are adequate reasons to justify the exploration of the application of TQM, in the eThekweni Municipality.

The level the QM practice improves employees' performance and the understanding of organisational objectives has been studied by various authors regarding different government spheres (Duma and Mubangizi , 2013).

eThekweni Municipality is a government institution, which makes it perfect to explore the challenges experienced with the application of TQM, and how can it improve a municipality's performance in the public sector. Thus, the researcher has found this municipality to be a suitable location for the study to serve as a representation of other municipalities.

### 1.3 PROBLEM STATEMENT

Despite the TQM initiatives that have been initiated to reduce defects and errors in manufacturing and services through the use of measurement, statistics, and other problem solving tools, organisations are still battling to get positive results (Evans & Lindsay; 2012). Thus, a number of organisations across the world have started to come up with new tools of strategies that will enhance their organizational performance in to becoming more efficient and effective in order to achieve the benefits possible with Quality Management, particularly Total Quality Management.

As a result, public sector organisations are now also facing the same realities that were in past faced by the manufacturing counterparts. Municipalities are obligated to establish a Performance Management System that is in line with the strategic objectives which have been agreed on as per the legislative. These prescriptions are contained in the Local Government: Municipal Systems Act 32 of 2000 (RSA, 2000). Hence , Quality Management in Municipalities was designed as one of the strategies that essentially aimed to establish and deliver high quality service that covers customers demand and high level of customer satisfaction by assisting the Performance Monitoring & Evaluation activity to add value to improve the Organizational activity .However , to date the public sector has failed in this regard .

Quality Assurance process is a tool used to prepare the stakeholders for the Audit by checking the quality of information on their plans to ensure that they are fully prepared for the Audit. However this quality management practice is not embraced as anticipated due to resistance which results in work not submitted or submitted late for Quality assurance.

Therefore, the main question that this study will address is:

“How effective are the Quality management practices in enhancing performance at eThekwini Municipality?

The application of QA practice depends on Organisational PME on scorecards and on Annual Reporting amongst other things; if these are not submitted on time this municipality run a risk of submitting reports that are not a true reflection of what transpired. The quality of services has, however, often been below standard hence the researcher has chosen to question the effectiveness of QA practice, in the accomplishment of performance enhancement, using eThekwini Municipality as a case study. Lin & Lee, (2011), have focused on establishing the link between quality management and organizational performance Nevertheless, the analysis

of the direct effects and results of the quality management principles and practices in global organizations quality performance seems to be a new is a new subject matter.

A number of publications have focused on establishing the link between quality management and organizational performance (Fotopoulos & Psomas, 2010; Gadenne & Sharma, 2009; Koh & Low, 2010; Phan, Abdallah, & Matsui; 2011 & Prajogo, Chowdhury, Yeung, & Cheng, 2012). Public sector industries have different approaches in how quality management and practices in organizations are implemented. Previous studies by Terziovski and Samson (2009) report mixed and ambiguous results of the relationship between TQM practices and performances. Oakland & Aldridge, 2014: 50 from previous studies have reported positive results on TQM practices having influence on productivity and manufacturing performance, quality performance, employee satisfaction. However, some authors have found negative or insignificant results. The study by Fotopoulos et al. (2010) reported a significant relationship between TQM and performance.

Quanzi & Padibjo (2010) in their study did not find a significant relationship between quality management practices and firms performance. Other studies such as Njuguna (2013) and Mutua (2014) found a causal relationship between quality management and performance in the manufacturing industry. Wachira (2013) established that organizational performance affects slightly the administration of quality management practices. Thus the scope of this study is on the impact of TQM practice in the performance of EThekwini Municipality.

#### **1.4 SIGNIFICANCE OF THE STUDY**

The study will be significant to the municipality and the stakeholders. eThekwini Metropolitan Municipality is a government institution that has implemented a Quality Management system since 2007 , thus making it a good idea to conduct the study in this organization in order to establish how effective is the use of QM practice as a tool to improve organisational performance in the public sector at large. It is a suitable location for the study as it serves as a representative of other municipalities of similar size. The study of the Quality Management and Organizational Performance relationship is also critical to the South African municipalities that are struggling to properly implement the Quality Management practice.

Furthermore, although previous studies by Massoud & Syed, (2013: 87) have identified various political dynamics as the main barriers that affect the success of QA in improving performance in municipalities holistically, the study will assist in the identification of any

shortfalls in TQM adoption and implementation at eThekweni Municipality, which will increase the knowledge of how these challenges can be addressed or minimised for continuous improvement. Recommendations made will contribute towards the development of measures to improve processes and practices. With regard to quality and performance, the study will have significant value for policy-makers by giving insight in to how these polies can be better implemented in future to boost and stimulate productivity in the public sector.

This stands to benefit the management who are the players in organizational performance to be able to clarify the adoption of quality management on all levels and to better understand the quality concept allowing them to improve quality of their services. The research findings will also benefit academicians in their contribution to existing literature, specifically studies on quality management and organizational performance. The insights from the study could be timely in availing different contextual perspectives to scholars. The study of the Quality Management and Organizational Performance relationship is also critical to the South African municipalities that are struggling to properly apply the Quality Management practice. The municipalities that have not adopted the Quality Management practice will benefit from the study through insight on how quality management could affect their overall performance if implemented properly.

### **1.5 PURPOSE OF THE STUDY**

The purpose of this research is to explore the effect of quality management practice on the performance of eThekweni Municipality.

### **1.6 RESEARCH OBJECTIVES**

To achieve the stated purpose, the following research objectives will guide the study:

- To establish an understanding of the concept of quality management practice for performance enhancement within eThekweni Municipality;
- To identify the barriers facing the application of the quality management practices;
- To establish the impact of the current practice of total quality management on eThekweni Municipality's performance; and
- To explore interventions to improve the application of quality management practice for performance improvement at the municipality.

## **1.7 RESEARCH QUESTIONS**

As a means of achieving the objectives of this study, the following questions were formulated:

“How effective are the Quality management practices in enhancing the performance at eThekwini Municipality?”

In order to address the research question, the following secondary questions will be answered:

- What does the concept of quality management practice for organizational performance mean within eThekwini Municipality?
- What are the challenges facing the implementation of the quality management at eThekwini Municipality?
- What impact has the implementation of quality management practice has on the performance at eThekwini Municipality?
- What can be recommended to improve the implementation of Quality management practice at eThekwini Municipality?

## **1.8 RESEARCH DESIGN AND METHODOLOGY**

This study will be explored using eThekwini Municipality as a case-study in this research. The researcher obtained permission from the PME Head and/or the PME Senior Management of the municipality for the research to be conducted in the municipality.

The study adopted the interpretivist paradigm for this research which was guided by the nature of the research objectives explored. The research used a qualitative case study approach by employing semi structured interview process to explore the influence of TQM implementation in the performance of the municipality. An interpretivist approach was found suitable as it gave a researcher an opportunity to better understand the difference between humans in their role as social actors and it focused more on understanding human behaviour from the participant’s own perspectives (Saunders, Lewis, & Thornhill, 2012)).

The study will pursue a qualitative approach and the sample group will consist of participants who are directly involved into the implementation and the application of the QA system within the municipality. Purposive sampling will be used to select participants who have been selected because of their differing roles in the implementation of the system. The study will

use semi-structured interviews to collect information on issues relating to the implementation of TQM. This method of data collection is found to be suitable for this study considering the political environment in which the participants function within. The researcher will also undertake a review of relevant documents related to the study including official documents located on the intranet of the municipality, reports, seminar notes and documents within the location of the municipality.

## **1.9 DELIMITATIONS OF THE STUDY**

The study has been focused and limited to management and employees of EThekwini Municipality within the Monitoring and Evaluation department located in Kwa-Zulu Natal.

## **1.10 ANTICIPATED LIMITATIONS**

There are foreseen limitations that may affect this study during the interview sessions such as the possibility of certain participants not being comfortable in disclosing some of their flaws or problems in the implementation of TQM by not fully answering some of the questions during the interview sessions. However, the researcher will maintain a position that is neutral so as to not influence or threaten the respondents. Since the study will be mainly conducted to officials at eThekwini Municipality located in the Kwazulu Natal, the results/findings and the recommendations cannot be generalized to other organisations, except for offering some insight to other municipalities.

## **1.11 ETHICAL CONSIDERATON**

During the interview process, the anonymity of participants will be observed and participants will be requested to give their written consent before participating in the interview processes. Furthermore, written permission will be obtained from the eThekwini Local Municipality for the participants to participate in the interviews with informed consent forms signed by all participants in the study.

## **1.12 DEFINITION OF TERMS**

The definitions of the terms are outlined in this section as they are used in this study. The most appropriate of the existing definitions were chosen from literature and used in this study, and are as follows:

**Quality :** “Quality is the degree of added value to products and/or service delivery as perceived by all stakeholders through conformance to specification and the degree to added excellence to product and/or service delivery through a motivated workforce, to meeting customer satisfaction” (Oschman 2014,38).

**Total quality management** is defined as “a constant endeavour to fulfil and preferably exceed, customer needs and expectations at the lowest cost, by continuous improvement work, to which all involved are committed, focusing on the processes in the organisation” (Isaksson, 2008 ,633).

**Continuous Improvement:** “The Continuous Improvement Process is a means by which an organization creates and sustains a culture of continuous improvement. It refers to an assembly of people working together to achieve common objectives through a division of labour. An enterprise provides a means of using individual strengths within a group to achieve more than can be accomplished by the aggregate efforts of group members working individually “(Kurtoglu & Van Aartsengel , 2013).

**Performance Management:** Performance management is a process that is ongoing which exist between the manager and the employee that takes place in order to achieve a certain goal it happens yearly. (Brown; et al. 2015,).Performance is the; “an accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost, and speed (Shields, 2014; Michelle Brown; et al.2015, 5).

**Key Performance Indicators:** “Key Performance Indicators are a set of measures that focus on the factors most critical to an organization's success. Most companies have too many, rendering the strategy ineffective due to overwhelming complexity. Key Performance Indicators guides readers toward simplification, paring down to the most fundamental issues to better define and measure progress toward goals”(Parameter,2015 ,2).

**Municipality:** “The local sphere of government consists of municipalities, which must be established for the whole territory of the Republic of South Africa. It encompasses the political and bureaucratic structures and processes that regulate and promote community services” (Cloete 2005, 1).

### **1.13 OUTLINE OF CHAPTERS**

The study consists of six chapters and the structure as outlined below:

Chapter 1: Overview of the study. The first chapter provides an overview of the research and it also establishes the context of the research. It will outline the background to the dissertation. The reason for the study, problem statement and objectives of the study, will be discussed in this chapter which will also offer a definition of terms.

Chapter 2: Literature review-This chapter summarises the literature that is relevant to the study. Where there was not much in the literature that specifically covered the impact of QA in its application to organizational performance, the review will provide additional information on the key areas of the research topic which will be important for the study.

Chapter 3: Research Methodology - In this chapter, the methodology available to the researcher will be explained. A Qualitative the research approach and methodology will be used involving interviews which will be conducted with the sample chosen. The chapter will elaborate on how data will be collected and analysed. The aim of the gathering data will be to contribute to the knowledge regarding the problem being investigated.

Chapter 4: Research results – This chapter will present the material obtained through research and puts the data into context. It offers an interpretation of the results.

Chapter 5: Discussion –This chapter deals with the data collected from the interviews which accompanied by an interpretation of the data presented. This chapter is essential to understand as it contains the views and perceptions of participants at eThekweni Municipality regarding the theoretical findings on TQM principles on improving performance.

Chapter 6: Conclusion, and Recommendations–. Finally, in this chapter the researcher will note findings, offer recommendations and draw conclusions. Furthermore to that the limitations of the study and areas for future research will be presented.

## **1.14 CHAPTER SUMMARY**

This chapter provided an overview of the study. The background of the study was outlined and the research questions to be addressed. It further described the statement of the study associated and briefly explained the research methodology as well as ethical considerations taken for the study to proceed. The significance of conducting the research study was also provided as well as the limitations of the study and its limitations. In the next chapter the literature on the total quality management (TQM) philosophy would be reviewed and examined in more detail.

## CHAPTER 2: LITERATURE REVIEW

### 2.1 INTRODUCTION

A significant number of literature studies have been done on the performance of organizations and Total Quality management. The aim of this chapter is to present a review of literature pertaining to quality management as a tool to enhance performance at a given municipality as presented by different authors, researchers and theorists. The theoretical framework of theories of QM, Conceptual overview of TQM Implementation, Principles of TQM, theories of QM by selected quality pioneers are the covered in this chapter.

Thorough research on Quality Assurance is necessary in order to answer the primary question of whether Quality Assurance dimensions can be used as a tool to enhance service delivery through quality management practice. In this study various sources were consulted including journals, review of books, publications from government and internet sources that have been accessed are also have data collection in order to assist the researcher to elaborate on the key principles of quality management practice.

TQM has the same benefits for service organizations and for manufacturing companies. Previously, TQM has been mostly used as a management tool and is considered the main tool in the management practices (Talib, Rahman & Qureshi, 2012). In addition, even though the focus was on quality control, organizations were still looking to find the processes to be followed when identifying errors in production hence the birth of quality assurance. Oakland & Marosszeky, (2010; 25) defined Quality Assurance as "broadly the prevention of quality problems through planned and systematic activities (including quality documentation)".

Quality Assurance is now recognised as the practice for planning and preventing problems by identifying the main source and looking at the process followed when manufacturing the products, (Dale, 2013). It is vital to understand the difference between Quality Assurance and Total Quality Management. Quality Assurance is only a part of TQM which is a systematic approach which provides confidence, consolidates confidence and satisfies all requirements given among all parties, TQM is a process intended to offer continuous improvement in the performance of all activities and which provides satisfaction for customers, both internal and external and includes principles and tools (Farazmand, 2015).

For government Quality requires a suitable TQM practice with measurable programmes as well as action plans to improve quality in the process of performance, production, and

delivery of services. (Farazmand, 2015).According to Farazmand (2015, 211), when it comes to quality the government has a task that falls within two widespread roles: one, is to ensure that the TQM concept is supported and well stimulated as a tool for continuous improvement in quality governance and management. Secondly, it is about ensuring that measures are towards quality assurance to promote guarantee for both private and public sector organizations.

Globalization has caused an extensive use of modern technology which has resulted in to many organizations providing the same type of services in a single market. Thus customers choose to go for organizations that offer the best quality.TQM is still considered to be the main tool for quality improvement because it is a process for continuous improvement and is used to customer feedback in order to improve the quality of service to make more effective and efficient. (Sajjad & Amjad , 2012).

Therefore, it is imperative for the Government to see TQM (TQA) as a tool to achieve strategic national goals in the global environment and further, to regard TQM as a mechanism to promote quality of performance and conditions in citizens under which citizens live under (Evans & Lindsay, 2012).Therefore the approach that this study will follow regarding TQM is that Quality Assurance is part of quality improvement process that the EThekwini Municipality follows.

In this study Quality Assurance is defined as an ongoing process of checking whether or not the systems that developed (i.e. legislation), meet specified requirements by ensuring that the requirements are clearly established and that the defined processes comply with those requirements and ensuring that information is reviewed. The process of Quality Assurance at eThekwini Municipality is then an activity designed to provide evidence to confirm and consolidate confidence among all parties, to ensure compliance within PME requirements and to ensure that the highest quality information is achieved so that when annual report published on the performance of the councillors of good quality.

## **2.2 THEORETICAL FRAMEWORK**

This section examines different theories that informed the study on the impact of Total Quality Management on organizational performance. According to William, (2015 ,125), the theoretical framework is regarded as one of the components that guide the research as it determines what need to be measured and provide information. It is important to have a theoretical framework in order to support a theory in a study. The theoretical framework is an

element that provides an introduction and description of a theory which explain why a research study exists. Using a theoretical framework is beneficial to the researcher because, firstly, it allows the researcher to access the information that is already available ; secondly, the researcher is able to state the key variables that have an influence on the phenomenon of their interest, thirdly the researcher can scrutinize how these variables differ and to what extent (Wad, 2014). The conceptual framework is also demonstrated in this dissertation in order to show the relationship of the two main variables. The study will therefore be guided by two theories; Quality Management Theory and Quality Improvement Theory.

Quality Management theory and Quality Improvement theory increases the understanding in defining the scope of TQM theories. It is essential to consider the philosophies of individuals who were prominent in TQM theory and have influenced its development. These prominent individuals have made a significant contribution to the existing knowledge and understanding of quality management. Deming, Juran, Crosby, are regarded as the most famous gurus in the field of TQM because of their contribution to knowledge and construction of TQM principles and methods:

### **2.2.1 The TQM philosophy of William Edwards Deming**

#### **Management Theory**

##### **Background**

Deming is considered to be the founding father of TQM, and is perhaps the most famous of the quality gurus because of his input in the creation of quality principles. Deming's early interests in quality management focused on the statistical sampling techniques (Deming, 2012). The Deming philosophy of quality management focused on improving products and service quality by reducing uncertainty and variability in design during the manufacturing processes (Evans and Dean, 2000; Saraph et al., 1989; Flood, 1993). According to Montgomery, D. C., Jennings, C. L. and Pfund, M. E. (2011), the Deming philosophy is an important framework for implementing quality and productivity improvement.

Deming introduced the fourteen points as the key elements in the management role; these points can be adapted to different industries of service or product environment. (Evans and Lindsay 2012).He also emphasised that it is only management that can create the system of work and also decides how work should be performed.

According to Evans and Lindsay (2012, 95 and Oschman (2010), 51-52, Deming’s 14 points which institutions should use are tabled below:

**Table 2.1 Deming’s 14 points**

<b><u>NO.</u></b>	<b><u>Deming’s 14 points</u></b>
1	Create constancy of purpose towards the improvement of product and service;
2	Adopt a new philosophy. We can no longer live with commonly accepted levels of delay, mistakes and defective workmanship
3	Cease dependence on mass inspection. Instead, require statistical evidence that quality is built in;
4	End the practice of awarding business on the basis of price;
5	Find problems. It is management’s job to work continually on the system
6	Institute modern methods of training on the job;
7	Institute modern methods of supervision of production workers. The responsibility of foremen must be changed from numbers to quality;
8	Drive out fear, so that everyone may work effectively for the company;
9	Break down barriers between departments;
10	Eliminate numerical goals, posters and slogans for the workforce asking for new levels of productivity without providing methods;
11	Eliminate work standards that prescribe numerical quotas ;
12	Remove barriers that stand between the hourly worker and their right to pride of workmanship;
13	Institute a vigorous programme of education and training
14	Create a structure in top management that will push on the above points every day

**Source: Deming, 2012**

Deming believed that the adoption of these fourteen points was proof enough that for a business to be more successful, management needed to implement them. Furthermore, he believes that Management theory emphasises that management’s failure to plan for the future results in to loss of market, which result in to poor performance in the organization. He argues that Management should not be measured on performance on but also on innovative plans, mostly for future planning (Deming, 2012: 232).Based on the above, TQM has developed a management model that is holistic because the TQM concept is much wider than the old quality concepts. It does not just cover product, service, and process improvement but

it encompasses other elements that are related to costs and productivity of people involvement and development (Deming, 2012: 232). There has been a debate around TQM being the most important approach to the management of organisational operations (Capon et al., 2015: 123). Deming (2012, 154) stressed that TQM assist in the management of operational activities and in the management of processes in two ways: firstly, by making sure that the effectiveness in the organisational processes is increasing and secondly, by reducing defects and extra costs to services accordingly so that overall costs are decreased and extra capital is created for the development of organisational resources such as human capital.

According to Deming (2012), a quality product includes a good design with effective production procedures that provides a satisfaction to the customer. Quality products or services retain customers, attract more potential customers which provide profit to the company and ensure as sustainable market. The philosophy of Deming in TQM emphasises the important role play by the management team in the organisations. In the opinion of Deming (2012, 136) continuous quality improvement opportunities call for the management actions, as at the operational level, there are few actions that are such impact. This view led to his often-quoted dictum that more than 85% of quality problems can be caused and resolved by the management.

Deming's theory has been criticised for focusing more on the role of management when it comes to TQM. Dean & Bowen (2016, 100) view TQM as a tool suitable for middle and lower level employees not just management. The author further states that TQM management delegate jobs, however employees act, practise and produce goods and services. In this assumption, the failure, and the success of the product of the organisation are in the hands of the workers, but, in the opinion of Capon (2015) TQM is everybody's business. The success of the business relies on every level of the organisation. It is the researchers view agrees that like Deming; management influences the failure and success of the organisation. However, the researcher further states that operational employees build or destroy the organisation through the output produced.

The emphasis of the author is that both management and employees should work together to ensure the success of the organisation. Employees that are at a management level should not only manage but become leaders of the organisation. In the opinion of Capon et al., (2015, 102), that TQM should not only be management based but be organisational based.

This is because management delegate but employees do the actual work. For this, it is important that management lead by examples and ensures that everyone within the organisation is involved in a continuous training.

In contract Daniel (2013, 40) view TQM as a philosophy that organise and ensures the involvement of every person in the organisation, which enables an improved flow of information and knowledge. A good quality product or service allows an organisation to retain and attract more customers. However, poor quality leads to unsatisfied customers, so the costs of poor quality are not just those of immediate waste but also involves the loss of future sales and the image of the organisation (Hill & Kearney, 2012). TQM concept defined by these well-known quality gurus will be examined for their appropriateness in eThekwini Municipality's quality concept. Quality Assurance in local municipalities continues to require attention in order to enhance quality service delivery effectively. The role of Leadership is very important in making this practice a success (Van der Walt, 2012:219).

This study uses Management Theory to emphasize the importance of Management in the role of Quality Management. According to Deming (2012, 126), Management theory emphasises on the role of management for quality and productivity to improve which results in the improved competitiveness of a business enterprise. This research will further draw from Management theory in order to understand whether the management at eThekwini Municipality does fulfil its role in enhancing performance through quality assurance. TQM can be regarded as a management approach that emphasises the work process and people with the purpose of customer satisfaction and improving the organisational performance improvement.

According to Decock (2011), TQM is about proper management of work processes which allows for continuous improvement in all organization in order to meet customer expectation. TQM further aims at reducing waste and reworking material to reduce cost and increase efficiency in the operational management (Daniel, 2013).It is important for public organisations to exercise their leadership roles in order to ensure that the effectiveness of public services is maximized. Municipal leadership is different from other leadership of the organizations as it involves political leadership which has a great influence in municipal institutions due to the role it plays in the effectiveness of managerial leadership. Hence the level of commitment from management is important. (Evans and Lindsay, 2012).

In summary, the above discussion shows the concept of quality as being about doing things right to satisfy customers' requirements all the time through the involvement of everyone in the organization in Quality Management. TQM is also regarded as one of the main resources to drive quality management in the organizations in order to achieve a sustainable competitive advantage and enhancement of company performance. Whilst investigating the performance of eThekweni Municipality through quality management, management's role is critical in making it a success, irrespective of what is being assured. It is important for public organisations to exercise their leadership roles in order to ensure that the effectiveness of public services is maximized.

Ikay and Aslan (2011) discovered that quality can only be defined by those who receive the product or service, including stakeholders. It is essential for the management to consistently engage their employees in identifying the organizational stakeholders (internal or external) in order to define the standards to use in judging the success of the organization. According to Javed (2015), this process enables the organization to be competitive in satisfying the customer expectations. On the other side Kagumba and Gongera (2013), noted that quality is a complex phenomenon which depends on the perception by different individuals with different perspectives on products and services.

These perceptions are from individuals past experiences and these dimensions add to the complexity of what need to be an essential evaluation of the quality good and/or service by the consumer. Further, Magutu et al. (2010) argues that due to factors such as imperceptibility it is much more complex to manage quality in service settings than managing quality in product markets. As a result the complexity of managing quality in the service settings is further increased if there is continuous change in the external environment due to changing customer needs or deep competition (Kaziliunas, 2010). The management theory is applicable in this study on the basis of shedding more light on how eThekweni municipality should better focus TQM to enhance performance within the role of leadership.

## **2.2.2 The TQM philosophy of Philip B Crosby**

### **Quality Improvement Theory**

#### **Background**

Another outstanding quality guru who had made major contributions towards developing an understanding of Total Quality Management was none other than the famous Philip Crosby.

Crosby (1979) had emphasized that poor quality costs money. “Crosby was a corporate vice president for quality at International Telephone and Telegraph (ITT) for 14 years, where he was responsible for worldwide quality operations after working his way up from line inspector ”(Mitra 2008, 65). Crosby was known for the concepts of “Quality is Free” and “Zero Defects”.

He focuses on motivation and planning. Crosby is known for promoting his views and opinions regarding quality (Evans & Lindsay 2012). In this context, Crosby’s quality management grid identifies and pinpoints operations that have potential to improvement. According to Crosby (2011, 149), it is better to prevent quality errors than make alteration .His quality improvement process are based on four absolutes of quality; namely:

- Quality is conformance to requirements;
- The system of quality is prevention;
- The performance standard is zero defects; and
- The measurement of quality is the price of non-conformance

In the era of a culture of continuous improvement, managing paradigm shifts has aroused unprecedented interest among academics and managers. Better ways of managing business processes are needed to create sustainable improvement Crosby (2011). Excellence is the product of a complex mixture of strategic components, which need to be smoothed while the organisation transforms from one quality era to the next (McDonald et al. 2002 , 20).The essence of Crosby’s theory is the idea has the term called “absolutes of quality management and the basic elements of improvement” (Evans & Lindsay ,2012) .His theory is best illustrated in this phrase , Crosby (2011) further introduced fourteen steps as a tool for quality improvement and the aim of a Quality Improvement Program (QIP) is to set plan objectives in advance that will help an organization when it comes to quality management.( Phan, Abdallah, & Matsui, 2011).

**Table 2.2: Crosby's 14 steps to quality management**

NO	Crosby's 14 steps to quality management
1	Commitment of the Management
2	Team for Quality improvement
3	Measurement of Quality
4	Quality Cost
5	Quality awareness
6	Corrective action
7	Establish Ad hoc committee for the zero defect Programme
8	Training of Supervisors
9	Zero defect days
10	Goal setting
11	Error cause removal
12	Recognition
13	Quality counsel and
14	Do it all over again

**Source: Crosby, 2011**

According to Deming's Quality Improvement Theory, the success of administrative system allows for quality control issues to be taken out. Management's behaviour forms the corporate mentality and characterizes what is essential for the achievement and survival of the firm (2012,56 -57). The focus of this research is about investigating if there is an impact in using quality management as a tool for performance at eThekwini Municipality. Firstly, the Quality Improvement Theory is relevant to the study in order to look at extent to which eThekwini Municipality require improvement in the area of Quality Management, where necessary.

Second, the Quality Improvement Theory is important to be discussed in this study; it will guide the organization for the continuous quality improvement of their services. Quality improvement is about an ongoing improvement on quality in a product / service industry and the processes. Even though continuous improvement requires management, many quality improvement issues involve systems that are complex which have a negative effect on processes, functions and department in the organization and this affect the operations when not attended to (Crosby, 2011).

Hence managers are also expected to introduce quality improvements starting at a small scale within their work units in order to address various work issues such as work flow, customer service, communication, data management and other matters that are mainly within team operations as this can make a huge impact in enhancing the functioning of one's team effectively (Karassavidou, Glaveli & Papadopoulos , 2010).As a result the new solutions are then planned all over again and assessed by moving back to second stage. Lastly, standardizing suitable practice requires communicating to all parties involved in the organization. This process leads back to the first stage over a period of time for identification of more opportunities of improvements. For eThekwini municipality will be beneficial for continuous improvement since the consistency in terms of compliance still remains a challenge.

Continuous improvement recognised by organizations inspires members of the organizations to be innovative and be quality achievers. (Prajogo & Sohal, 2013). Both Deming and Crosby regard the term “quality” as continuous improvement. Crosby further believes that the cost of quality include conformance to requirements. As a result continuous improvement eThekwini municipality should be regarded as one of the most effective quality management initiatives for them to achieve substantial enhancement in organizational performance.Total quality management is an approach that gives everyone an opportunity to participate and contribute to the quality improvement drives of the organisation (Bowen & Lawler, 2015).From this discussion it is observed that the literature supports the relationship between continuous improvement and organizational performance through Quality Improvement Theory.

In summary, theory displays how Continuous improvement is regarded as one of the most effective quality management initiatives for organizations that strive to enhance their performance and to achieve substantial enhancement in organizational performance. Crosby's fourteen steps introduced as a tool for quality improvement will help an organization when it comes to quality management. The Quality Improvement Theory is important to be discussed in this study; it will provide guidance to the municipality that purpose for the continuous quality improvement of their services. This study will draw more on this theory as TQM is part of business change that every organization would like to embark on continuous improvement. Further to that, this study aims to explore whether the TQM practice at eThekwini does have an impact in the performance of this municipality and what can be done to improve it continuously if no impact is felt, the question remains what can be done to enhance it.

### 2.3 QUALITY CONCEPT

Globally, quality has become very important for customers. The word quality is mostly defined and understood differently and it is not an easy concept. It is confusing depending on how one interprets it in relation to different criteria's (Dale et al, 2012: 198). Each day customers are becoming more aware of rising standards and are gaining access to a wide range of products and services to choose from. There is an ever-increasing demand for quality products or services and this global uprising had forced organisations implement TQM in every facet of the organisation (Holloway, 2014).

Therefore, in order to survive in the increasingly aggressive markets and to maintain a competitive edge over their competitors, quality management and continuous improvement are considered to be an appropriate solution. (Dale et al., 2012: 200). Thus, the organisations to respond to these marketplaces by ensuring improved quality products, services, and processes throughout the organisation (Oakland, 2013). According to Walton (2013, 59), quality is one of the crucial elements of a business strategy and a component of services and of product for customer satisfaction. Metri (2016, 78) defines quality as the complete features and appearance of a product or services that is about satisfying customer needs and requirements. The author further states for a product a quality can be acknowledged through the fitness, function, appearance, and performance.

In the opinion of Crosby (2011: 52) quality is determined by what the customer sees as fitting to their expectations he suggests that quality need to be measured and it must be properly managed .Peters (2015 :12) defines quality as a “ magic bullet ” that improve customer service and product and , allows the reduction of cost and higher margins. The author further stated that, quality is in the eyes of the beholder. This mean it is what the customer perceives. Walton (2013: 152), Metri (2016: 90) and (Crosby 2011: 52) share the same opinion about quality. These authors view quality as a principle that is about customer satisfaction improvement. It is only when customers are pleased that the costs are reduced as this would mean less rework and higher margin for the organisation. This view is supported by Peter (215) , that quality is a practice that reduces costs in the organisation.

Hence, quality can be referred to as an engine for customer satisfaction, business profitability and economic growth for the nations. Peter (2015, 32) believes that quality put you in a position of being defects free, with less insufficiency and insignificant variations. Since through quality inefficiencies are reduced and efficiencies improved.

Kondo (2013, 101) emphasises quality in two forms efficiency and inefficiency. From the author's point of view, efficiency is about striving for customer satisfaction according to customer's expectation. The company will lose profit if the product is not of good quality as customers will not buy that within the company.

## **2.4 TOTAL QUALITY MANAGEMENT**

“Quality management is an essential strategy for every organisational that strive for success, it is not a new concept” (Abusa, 2014, 15). Quality management is a technique that involves strategy formation, setting of goals, planning and implementation through control systems as well as taking corrective actions (Jorge, 2013). According to Kouskela (2012 ,96), quality management can be defined as a system that requires an organization to be consistent about the quality of their product or service. Drawing from the above author's definition of quality management, it can be summarised that quality management helps in removing all the failures in the product, services and processes especially when you don not only focus on the product but also on the means to achieve it while improving the overall business efficiency and customer satisfaction (Jorge, 2013).

To concur, Oakland (2012 , 123) states “that quality management is about shifting focus from the outside people while paying attention to people within the organization” .The aim behind this is to make everyone involved more accountable for their own performance in the company and to make them commit in to getting the quality in a highly-motivated fashion. However while doing that , they believe that the management need to give direction in the process by not forcing them to perform well but making them want to do it and accomplish goals , through influence and challenging their abilities Balakroshnan et al., 2015: 154).

Previously , quality initiatives only focusing on reducing errors and defects in products and services by using measurements , statistics and other tools , but later on many organizations started to realise that for better continuous improvement there is a need to pay attention to the quality of management practices.

In recent years, McAdam & Bannister argues that when it comes to the framework of TQM there is a great need to measure the performance, that covers employees at different levels and that is vital in measuring the effects of TQM (2011 ,100 ). Unlike other businesses suppliers the expectation of the customer plays a big role in judging whether or not the neither product nor service is good or not, the customer is the main person.

On the other hand according to Prajogo (2012) it is the product quality effectiveness in terms of the level of reliability it offers and the fitness of use and conformance with expectations that serve as a measure of performance. Other researchers like Evans and Lindsay , (2008:109); Fox , (2009:223); Kolarik (2009:29); Mitra (2008:67); Oschman (2014:55) and Smith (2011:223) have focused more on the challenges that affect the organization to be able to transform successfully to quality management irrespective of the product or service institution. Managers began to realise that management quality is as crucial as quality management, management commitment, customer satisfaction, relationship management, process management; analysing data, reward and recognition all the true enablers of quality. (Abusa, 2014).

This gave birth to quality management through quality assurance .TQM took a new approach that made it possible to fill every aspect of running an organization. This approach requires more focus on looking at quality from all angles at all levels by considering every interaction between various parts of the organization (Oakland , 2012).The 1994 elections when the South African democratic Government came in to power with proper services to all the people of the country was one of the main mandate for delivering the best service .The government still has a huge responsibility to achieve that promise and that responsibility requires all levels of government to be totally committed, if it is going to be fulfilled. This promise made need to be honoured (Mubangizi, 2013).

Furthermore, serving all people without any discrimination, respecting the dignity all people by ensuring that people's needs are met and that all those people who have been disadvantaged previously will be attended to was another promise made by the new government, and this requires proper strategy to be put in place. (Batho Pele Handbook, 2011). In most cases, when it comes to issues of service delivery government has a way of responding, by praising themselves on the progress it has made when it comes to service delivery but showing statistics which does indicate progress but this is not enough.

People hold government responsible for the promises they made that need to be met hence the concept of Quality Management which is essential in the public sector. "Quality Management in public sectors like municipalities due to the increasingly extensive competition , globalization puts a number of community bodies from different countries under pressure on all aspects of public sector production more than those aspects in private industry , especially in the area of productivity and efficiency" (Bigelow 2012 ,73).

Hasan and Kerr (2013 ,42) believe that, with the service sector developing, it is without doubt that their quality essentials are now experiencing the same reality like those faced by the manufacturing sector previously.

For this reason the literature on TQM with respect to services which is known as total quality service is now more significant than before with all the dimensions of quality service. When the service sector began to prosper, quality essentials are no longer were no longer relevant to the private sector but of late the public sector is facing the same challenges that the manufacturing were facing in the past(Dean & Bowen , 2015). For organizations in the public sector adopting TQM as a plan to enhance their productivity and performance was not easy at all.

However, this has changed as the public sectors are now facing realities of being in a competitive environment including legislation that favours more customers, competitive bidding, and increasing pressures to contain costs to consumers and to deliver value for money (Bryslan & Curry 2011). For example the municipalities are instructed by the Municipal Financial Management Act, (No. 56 of 2013) to ensure that a fair, reasonable; clear; competitive and cost-effective supply chain management policy need to be implemented. A further drive to pursue TQM in the public sector is for the Government to be more efficient and effective in its provisions in public services, focusing on areas that together will contribute to quality in service.

The municipality has an obligation to look for a quality management and customer sensitive approach when it comes to service delivery, as they need to deliver high quality public service. For this reason it is important for the eThekweni Municipality to ensure that it operates in a manner that is effective and efficient to their stakeholders by paying more attention to the arears that will have a positive impact in their performance. Customer satisfaction is very crucial in the public sector as it relate to what the customer views as quality service.

Hence the municipality need to respond to the complaints about service delivery, accordingly, noting that quality is the weapon for improving productivity or service in the organisations.

## 2.5 PRINCIPLES OF TOTAL QUALITY MANAGEMENT

“The introduction of quality management practices has brought excellent impact on rampant organizational endeavours” (Arumugam et al., 2012, 125). “Quality management can be defined as any practice by an organization that produces better products or services while decreasing costs and increasing consumer satisfaction levels” (Evans and Lindsay (2012 ,40). The term “Quality Management” means that the management and specialist have agreed on a tool to change management (Arumugam et al., 2009). This is supported by (Karassavidou, Glaveli & Papadopoulos (2010) who point that the role that Quality Management plays results in the development of management practice. “Some people also see quality management as the source of sustainable competitive advantage for business organizations” (Terziovski , 2010).

Pheng and Teo (2014 , 23) believe that quality management serve as an important element in the success of the organization and in ensuring that both manufacturing and service organizations survive today’s competitive environment. According to Zeng, Jonathan and Shi (2013 ;111) , the quality management system standards are designed to make sure that organizations meet the needs of the customers and are in line with service or product quality standards applicable . Quality Management System (QMS) is guided by the principles and beliefs expressed in the Quality Policy, Mission and Vision. In general the following can be regarded as the elements of TQM (Bryde et al., 2007; Harrington et al., 2012; Brown, 2013; Altayeb et al., 2014):

- Commitment of Leadership and Top management;
- Customers and stakeholders Focus;
- Employees regarded as customers;
- Participation by everyone and teamwork;
- Process focus and continuous improvement;
- Employee training and empowerment;
- A System Approach and
- A Decision Making Approach

**Figure: 2.2. Principles of TQM practices**



**Source: Zeng, Jonathan and Shi (2013).**

The principles of TQM are the framework that when they are applied properly they do lead to successful implementation and application of TQM in every organisation be it a private or public organization (Kowaris, 2015). The principles plays an essential role in analysing factors that influence the quality of a business and establishing the methods that can be used for controlling and assuring quality in products and services offered (Yang, 2012: 85). “Quality management principles are a set of fundamental beliefs, norms, rules and values that are accepted as true and can be used as a basis for quality management. The QMPs can be used as a foundation to guide an organization’s performance improvement” (Zeng, Jonathan and Shi (2013, 123). These Quality Management principles can be used to give guidance to improve performance to companies. TQM practices are positively related to performance.

### 2.6.1 Leadership and top management commitment

Commitment of senior management determines the strength or success of Total Quality philosophy in various organized activities. According to Crosby (2011, 2012) to accomplish great things, it is important to dream before acting, believe whilst planning. In the context of TQM, leadership is defined as a process of offering guidance and driving the vision. (Neelin, 2012, 189) noted that a TQM based leadership puts companies in a better position in terms of competition when it comes to sales, profits, and employee morale. Effective leadership for TQM is about involving everyone in the organization for value adding activities. Moreover, the author further assessed that the most important requirement for senior management to

practise TQM is by first believing in TQM concept as the only way to do business and managing it. In order for the organizations to promote a successful business efficiency and effectiveness, TQM must start with top management (Birchall et al., 2013: 58).

Kowari (2015, 100), highlighted that top management commitment is one of the reason that brings success or failure in a manufacturing organisation. When management start making perilous schedules , scope and budget decisions instead of delivering the product or service this bring failure in the implementation .it is a called a failure in providing quality goods because employees would work according to the schedule from management not according to their abilities (Yang, 2012: 105). Deming argues that senior employees must see themselves as leaders not managers (2012: 159). According to Crosby (2012 ,112) the empirical investigation conducted on leadership and TQM of ISO certificate companies in Sri Lanka, it is the role of top management to plan , communicate , do organizational performance reviewing and take part in employee recognition.

Being a role model pushes one to strengthen values while building leadership, commitment, and initiative in the whole organisation. TQM is very much about people orientation which means that a good leadership leads to effective TQM implementation. (Massoud & Syed, 2013). For TQM implementation to be successful top management commitment is a requirement (Rutherford & Holmes, 2013). Displaying commitment through actions is more crucial than words because it can change the workers commitment and attitude to TQM (Oakland, 2012).

If management give priority to quality instead of cost, and production schedules, this will improve employee's quality awareness. (Kondo, 2012). To implement TQM, it is vital for managers to commit to establishing a firm that view quality as a primary goal continuously. Organizational culture is one of the important component in TQM implementation but if it does not symbolizes quality, any quality improvement effort is probably superficial and short-lived (Juran & Gryna, 2013).

Proper leading and participation by top management need to be visible in order for the quality of a product to improve as it is not easy and rarely a success (Juran & Gryna, 2013).Quality improvement is about making proper decisions and forming things that are new and never existed before. It is not enough for top management to stand and shout. "Improve product quality and intensify quality management" is Larry's advice (2015, 97). There is no way that a firm will be able to successfully implement quality improvement

activities if the top managers are not participative leaders but bystanders. Especially for a firm with an autocratic manager, the proven trend is that employees tend to work only according to the manager's degree of interest (Larry, 2015). Hence, top management participation plays a vital role to a firm's quality improvement efforts and in quality consciousness dispersion throughout the firm (Wad, 2014).

### 2.6.2 Customer focus

The customer's impact on the organizational performance is hence considered the pillars of the organisation (Crosby, 2012). Giving attention to the customers is considered the first and the main characteristic of a successful TQM implementation in the organization. The more knowledge the organization has about their customer expectation the better quality goods can be offered. In the service sector organizations it is important to satisfy the needs of the customers. (Neelin, 2012). According to Crosby (2012, 142) a satisfying service involves meeting the needs of the customer and that add value to the customer.

It is for this reason that the level of quality is mostly measured by customer. In many instances, determining what the customer wants is no longer easy because customer expectations and preferences changes from time to time (Wad, 2014).Therefore for eThekwini Municipality to know what their customers want and be informed on how they can satisfy or exceed their expectations, it is important to know precisely their expectations (Peters ,2015).A successful TQM implementation happens once an organization has succeeded in developing an operational process that is customer focused while allocating resources that place customers in a better position and meeting their expectation as an asset to the financial well-being of the organization (Crosby, 2011).

Filippini & Forza (2013, 25) emphasised the importance of the organisation to keep a close connection with their customers in order to know the requirements of their customers and measure how they can effectively meet them. According to Muffatto and Panizzolo (2013, 112), a high level of customer satisfaction is merely gained by providing services or products that satisfy the requirements or needs of the customer.

The needs and the requirements of the customer tend to drive the development of new service offering .This is because customers are the ones that determine the quality level of service delivered (Jablonski, 2015). Oakland (2012, 123), noted that organisations are made up of a series of internal suppliers and customers. To the author this series form the quality chain and it means that every employee in the organization is a potential supplier and customer during

the production .This process of production is structured such that each process has needs that must be satisfied by others in the production network. The effective fulfilment of these needs leads to the production of quality goods and services (Godfrey et al. 2013: 12).

Winer and Dhar (2011, 420) argue one of the requirements for customer retention is customer satisfaction. Zeithaml et al. (2011) state that satisfied customer are much more likely to re-purchase and become good customers than dis satisfied customers. According to findings by Miyagawa and Yoshida (2010, 745), the strategy of attending to customer focus and satisfaction has a great effect on quality performance issues. Quality Management embarks on understanding who customers and stakeholders are and what their needs and expectations are. Hence, Evans and Lindsay (2012, 19) conclude that “quality begins with the customer, as the customer is the principal judge of quality”.

### 2.6.3 Continuous improvement

Continuous improvement is about commitment to a continuous process examination by the organisation (Fuentes-Fuentes et al, 2014: 45). Turney and Anderson (2016: 75) defined continuous improvement as a mechanism in the pursuit of improvement in the value delivery to customers. This means it is about continuously searching for improvements and develops processes in order to find improved methods of changing inputs in to beneficial outputs. This was supported by Dean & Bowen (2015) who argued that the satisfaction of customers could only be achieved by consistently improving processes that create product or service. Continual improvement is one of the major components of TQM. Continual improvement leads to improved and higher quality processes.

Continual improvement enables the company to be able to discover new ways and techniques in producing products of better quality, production and be more competitive which leads to customer satisfaction. Continual improvement is designed for resource utilization of the organization in an effective and efficient way and to achieve quality driven culture. According to Benedetti (2013, 159) continuous improvement is a change that is ongoing which focuses mainly on enhancing efficiency and effectiveness of the organization in order to fulfil its policy and objectives. Continuous improvement involves many components such as business strategy, business result, customers, employees, customers, and supplier relationship (Benedetti, 2013).

Continuous improvement helps to improve the output performance whilst reducing the process variability (Larry, 2015). Patrick (2015: 65) argued that in TQM, the best way to improve organisational performance is to continuously improve the performance. According to Patrick (2015, 235), customer expectations differ now and they normally rise as quality management begins to yield result. It is then important to bear in mind that when

Customers get access to quality they compare that quality of the product against other companies that offer the same product not just comparing it to a supplier's current product to previous years (Hansson, 2015). According to Deming (2015 ,101), TQM is concerned with continuous improvement in all work from high level strategic planning and decision - making to execute the work elements on the shop floor. This statement comes from the belief that TQM errors can be avoided and defects can be prevented. For successful TQM continuous improvement is to put more emphasis on improving capabilities of the organisation in order to produce improved results in the future (Metri, 2016).

To continuous improve in the future a Plan, Do; Check and Act (PDCA) cycle can be applied:

**Plan** – establish objectives and develop the plans to achieve them;

**Do-** put the plans in to action,

**Check-** measure and analyse the results of the change to determine what has been learned about the changes that took place and

**Act-** makes any necessary changes to the plans, and repeats the cycle

**Figure 2.3: The PDCA cycle**



**Source: Deming, 2012**

PDCA cycle is a technique with an aim to constantly improve worldwide (Evans & James, 2015), thereby, simplifying the difference between the customer needs and the performance of the organization. (Evans & James, 2015).

The cycle is not a once of event but an ongoing improvements by scientifically inclining more towards what works well and what needs to be improved ; once one circle is done another one starts (Lindsay, 2013).

PDCA is a technique that aims to control and achieve effective and reliable results in the activities of an organisation (Wiley & Sons ,2014). The PDCA cycle is a method done in a manner that makes it competent to improve processes. This means that this cycle is about standardising quality control information, avoid normal errors and clearly provide information that is easily understood.

PDCA is important for the implementation of TQM because it makes it easier to execute to a management approach (Zhang, 2012). The processes used by PDCA good in that they indicate persistent estimation of the whole system which allows the early discovery of potential failures or improvement points (Wiley & Sons 2014). Many organizations have found the PDCA cycle to have a positive impact, these effects that include service or improvement, customer satisfaction, increase in productivity and reduced total cost of production (Zhang, 2012).

PDCA is one approach toward TQM in which Six Sigma's and Define Measure Analyse Improve and Control is based. The PDCA cycle is a tool that serves as a feedback mechanism for continual quality improvement (Elverson & Wilmot, 2011). These four stages assist in guaranteeing the continuous quality management in the service organisations (Evans & James, 2015).

Plan is the first stage of the cycle that examines the processes that are currently in place in order to make plans based on the faults found (Godfrey et al., 2013, 37). This step requires data collection that includes documents, processes and procedures that are currently used. This information helps in devising a plan that aim to enhance, measure assess performance (Evans & Lindsay 2014).

Do is the second stage that is about implementation. In this, stage once a plan has been developed, it is the responsibility of the managers to document all changes and for the preparation of evaluation. Once the second stage is completed the data evaluation takes place in order to check if the plan is achieving the goals established in stage one. (Evans & Lindsay 2014).

Action is the last stage which is about acting based on the completion of all three steps. In order to ensure that the cycle has achieved the goal the organization must communicate to everyone in the organization and inform them of the changes and provide feedback of the mission taken going forward. (Chaun & Soon, 2015). This process will make clear the understanding reasons for implementing new procedures in the organization. Since this is an ongoing process, the cycle start all over again The PDCA cycle if properly followed will have benefits that are visible such as the alignment of improved activities at all levels and it gives flexibility to respond quicker at the opportunities when they arise. (Crowover, 2012).

Lastly, benchmarking as part of continuous improvement, it is about looking for the best practice which will lead to performance improvement, thereby comparing with its competitors to evaluate where the organization is strong and where it is weak. This practice allows an organization to combine the best practices perceived from the research in to its own operations (Evens and Dean, 2010). Benchmarking is a vital component of efforts to adopt the best practices in management and represent a substantial component of the TQM process. According to Oakland (2015 ,58), benchmarking is the continuous process of measuring products, services and processes against other competitors or those organisations coming up

in the market seen as industry leader's threat. The author further adds that results that comes from searching for the best practices after benchmarking, lead to greater performance and gives an opportunity to gain competitive advantage, through performance measuring, implementing change continuously and adopting best practice. Liston (2010, 98) agrees with Oakland, and state that a key objective behind benchmarking is customer satisfaction.

#### 2.6.4 Process focus

A process is the way in which “ work creates value for customers by linking all activities together in order to increase one's understanding of the entire system, rather than focusing on only a small part”.(Evans & Lindsay, 2012 ,89).When resources and activities are managed effectively as a process-related the outcome achieved are desired, this process is achieved by being able to identify activities that will bring desired results, by measuring input and output of the processes and being able to establish proper channels of communication of the main activities and lastly the risks that will impact on the operations.

The process management is about looking at how the organization can best design, manage and also improve its processes to satisfy the needs of the organizations and of the customers, and increase value for different stakeholders .The focus should be on how best design, manage and improve processes in order to fully satisfy, and generate increasing value for, customers and other stakeholders (Evans & Lindsay, 2012, 91).Crosby's second step of his fourteen steps of quality improvement emphasises that the Quality Improvement team requires a direct and evaluate improvement in those departments and the company at large. Both are process orientated (Crosby ,2011 ) .

According to Oschman (2014 ,12) in order to successfully apply these processes, it is crucial for an organization be customer- focused; and to sustain competence, and to retain suppliers that are dependent on full participation of employees through training and development. However, before the strategies are implemented, the organization needs to ensure that the concept of Quality is well understood by all. Deming's cycle and Cosby's theory of Continuous Improvement focus on processes and continuous improvement which are the main basis to be used for an organization that strives for success. The review processes because of time become irrelevant to what the organization is trying to measure or achieve (Dale, 2012).

### 2.6.5 Total involvement

The management in the organization have a responsibility to ensure that employees are involved and engaged, and that employees plays an essential role in ensuring that customers' needs are met as they are the one that are directly liaising with the customers (Bernardino & Russell, 2013). Total involvement for employees is about being involved in the decision making. Employees are the pillar of every organisation as they are considered the main contributor to the success of the organisation (Neelin, 2012). Utilization of employees is required for every business made in an organization because employees are the resources that can be stretched in the organization as the need arise (Wad, 2014). For example if the organization plan to expand the business, only the employees can be utilised for that. The organization cannot make profit without using employees.

Therefore, for TQM success it is important to involve the employees when making decisions. Employee involvement, empowerment and making employees part in decision making process is a tool that is beneficial to the organization as it gives an opportunity for continuous improvement which is an important element in TQM implementation (Jackson, 2015). Employees are the great assets in the organization and every organization depends on employees for survival. Employee involvement and quality management improve quality and productivity. (Kim et al., 2012: 152).

According to Jackson (2015, 87), commitment and structure is critical to the development of the employees, taking in to consideration that employees are indeed a great asset to the organization. TQM believes that it is important for every employee to have a clear understanding of what is expected from them and how their productivity can lead to the failure or success of the organisation (Larry, 2015). A motivated employee is vital to the workforce, it gives them power to control, manage and to improve the processes that are within their span of responsibility (Larry, 2015).

Barton & Abhishek (2012: 98) emphasises knowledge sharing in the organization The authors further encourages that for an organization to be successful it requires quality workforce that is developed and well - equipped with skill to be able to attract and retain customers .He further states that for an organization to be able to treat customers as kings it must start by treating employees as royalties. The attention must be first given to employees before it given to customers because dissatisfied employees lead to employees 'turnover, limited opportunity customer service training and reduced quality service (Birchall et al.,

2013: 58).Empowering the workforce by teaming up with them in the business increases quality in the organization and that is the responsibility of the management (Wad, 2014). Shifting hierarchy upside down and giving employees some power makes the organization successful (Neelin, 2012).

Deming in his theory believes that when employees are involved in matters of the organization at every level it leads to improved quality of service or product for a long time (Gerard, 2012). Even workers that are not part of management can have a significant input when they are part of quality improvement processes, decision-making processes, and policymaking issues (Larry, 2015).In addition it is important for the organizations in the public sector to utilise their employees skills and capabilities in order to achieve the desired business performance (Dale, 2012). High morale, improved productivity and innovation are the major benefits of employee involvement (Hansson, 2015).

#### 2.6.6 Training

According to Stahl (2012, 112), training means developing individual's ability, mind-set and attitude. Training of employees on the quality improvement techniques of the organization is one of Deming's 14 points that has been recognised as important in the TQM implementation (Christopher, 2016: 89). Hence training is one of the investments of organizations that commit to TQM. Samson and Terziovski (2013: 86) believed that training is about sharing quality ideas and application within the organization because without knowledge sharing there will be no sustainable foundation for a formal quality program. Filippini and Forza (2013, 25) argued that TQM cannot be seen as a separate matter that has a single effort but it must be viewed and conducted on a continual basis.

The adoption of new quality concepts, the application of customer satisfaction systems, the use of statistical quality control and the change of quality control circle are part of TQM programs in which employees must be trained on (Bowen & Lawler, 2015).It has been noted that organizations that apply training more are the ones that normally use ISO certificate. Jackson (2015: 90) also noted that there is a link between quality initiatives, involvement and participation of employees. According to Hansson (2015 56-57), organizations should devise a broad approach for training and development that involves quality standards, processes, and skills for quality improvement. Training is a vital component that allows continuous improvement within and outside the organization through continual customer satisfaction. .

Training prepares workforce to better manage TQM philosophy in the process of production (Bowen & Lawler, 2015). It further equips them with skills required for quality improvement. Thus, training is viewed as the most powerful weapon to achieve these aims and objectives (Caulcutt, 2015). When employees are trained they are able to have a valued input to the continuous quality improvement process of production (Gerard, 2012: 98). Juran (2013: 87) argued that training and development programme should not be a one-time event but a lifelong process.

#### 2.6.7 Teamwork

Teamwork can be defined as a group working together for employee's improvement and delegation of work tasks. Working as a team is vital for Quality Management. "Teamwork is increasingly being introduced into South African organisations to increase performance levels and employee and customer satisfaction. Quality within the team must first be achieved before quality in the organisation can be achieved" (Haasbroek 2014, 44). There are different ways in which teamwork can be strengthened such as organizational culture, conflict management and trust building by focusing on the goal that the team want to achieve. According to Rad (2016, 363), Organisational culture and teamwork cannot be totally separated when discussing TQ.

Factors such as team working and collaboration, open communication, risk taking, continuous improvement, customer focus (internal and external), partnership with suppliers, and monitoring and evaluation of quality should be developed when discussing teamwork as they have a significant effect on the success of TQM implementation (Rad, 2016). Therefore, management and employees need to ensure that open and cooperative culture is created and supported when it comes to teamwork and customer focus for TQM success. When that culture has been created, an environment of communal relationship, involvement, and participation in the entire organisation will take place (Bowen & Lawler, 2015).

According to Luke (2015, 92), teamwork as a TQM practice it is a key principle that leads to increased job satisfaction of employees. Additionally Crosby (2012, 123-124), argued that every organization must work towards quality improvement and quality improvement activities by implementing teamwork practice. Teamwork is beneficial to the organization because it gives an opportunity for different ideas and views of everyone when working as a team, it creates a need to participate or have something to say in the decision making (Larry, 2015). Dale (2002: 12) argued that teamwork is the main aspect of involvement. To Dale,

teamwork helps the organization goals by pushing workforce to commit in achieving those goals .The author further state that teamwork is important in building a team that has people with good attitude to realise the gains of quality management. Practical teamwork helps because it allows an organization to receive and solve problems quicker .Hence it provides permanent improvements in process and operations of the organizations Martinez (2016)

In every organisation, it is important to have a teamwork that have collaboration of different levels within the organisation such as partnership between managers and non-managers, functions also customers and suppliers (Dean & Bowen, 2015). Within the context of TQM, teamwork is considered to be a positive effect and a condition for continuous improvement Teamwork concept has the ability to control efforts to solve quality problems whilst placing overall responsibility for quality with the teams and limiting placing blame on individuals. (Wilkinson, 2012).

Teamwork enables knowledge sharing within the team and ability to access information and cooperation within and outside the organization (Wilkinson, 2012). In agreement with the statement regarding the effect that teamwork has in the organization. Patrick (2015: 65) perceive teamwork as the leading element in TQM practice, teamwork having a strong link with job satisfaction Other benefits of teamwork are listed below:

Table 2.3: The benefits of team work

NO.	THE BENEFITS OF TEAM WORK
1	Recommendations made by teams are more likely to be accepted and implemented where the team is highly formidable, unlike the individual suggestion that represents just an individual's opinion.
2	A greater variety of complex problem will be tackled i.e. problems beyond the capability of an individual or department can be handled more efficiently through the pooling of resources together
3	Working in teams exposes a problem to a great variety of knowledge thus problems beyond functional departments can be solved more easily.
4	Team work will boost workers' morale and ownership through participation in problem solving and decision-making.

**Source: Deming, 2012**

TQM principles are very important for every organization to be implemented, to be specific in the local municipalities because TQM aids in enhancing the performance of the organization (Koskela, 2012). According to Dale (2012: 86) the organisations that implement TQM are mostly unlikely to be faced with failure or to close down the business. However, TQM benefit such as improved employee satisfaction, effective operation and improved customer satisfaction only occur when TQM principles are practiced accordingly (Siegel, 2014).

Although outcomes such as operating / corporate performance and more importantly sustaining competitive advantage, it is without doubt that there are factors that contribute to failure in mainstream operations improvement and management research (Soltani and Wilkinson, 2010: 365). There are challenges that have been experienced by organizations during TQM implementation which resulted in organizations not achieving the expected results despite all the effort and few gains (Ngai and Cheng, 2007; Salegna and Fazel, 2010). Below are the challenges that have already been documented:

1. Lack of managerial commitment

Lack of commitment and support by the management is the common issue into TQM failure. When the top management support and commitment is not visible, other levels of management and employees get demotivated and tend not to support and process coming up (Soltani, Van der Meer & Williams 2015). Furthermore, management backing and influence in making all changes in work, procedures and any organizational re alignment associated with any changes is crucial (Laudon & Laudon 2010). According to Sebola & Manyaa (2012 ,696) , public sector management commitment to manage performance is generally lacking .

The authors further state that there is a concern with how performance is managed and a lack of feedback on the performance of employees. This is a concern because leadership is very important to the TQM success. Seotlela and Miruka (2014, 180) agree that most of the challenges of QM emanate from lack of management execution and engagement. Deming (2012 ,45) believes that Management theory emphasises that management's failure to plan for the future results in to loss of market, which results to poor performance in the organization. Thus the commitment of management is an element for eThekweni Municipality to consider in ensuring successful TQM implementation

## 2. Lack of knowledge of TQM practices

Lack of knowledge of TQM practices also lead to employee resistance caused by the inability to engage employees who fail to recognise why introducing quality management is important and what its benefits are to both organisation and customers at large. Lack of training could make employees incapable of effecting the required changes, and would contribute to employees' resistance to any change program, thus resulting in TQM failure (Soltani et al. 2005:220).

## 3. Lack of resources to perform

Lack of resources is one of the common factors of TQM failure. When resources are limited and there is a shortage of continuous monitoring of the TQM process it creates it a barrier to TQM success .Most organizations lack of resources is caused by budget constraints where the funds are insufficient for hiring qualified trainers and documenting (Bikson in Laudon & Laudon ,2016).Ineffective communication between management and staff ca be a challenge when employees are not informed of any changes or new approach taking place within the organization. (Anantharaman et al. 2011:352).

## 4. Lack of continuous monitoring of the TQM process.

Continuous monitoring of TQM processes is vital to take place in the organizations that want to grow (Menon, 2012). Believes that continuous monitoring of the TQM need to take place in order to be able to identify the problem, quantify the problem, identify the root causes, take actions to rectify the problem, quantify the effects of the actions to determine whether the problem has been solved; and set up systems to keep the problems from recurring. The author further state that continuous monitoring steps requires a proper quantification of the workplace. However more often failure to measure the TQM process adequately is due to the management failure to execute and therefore TQM process fails to produce noticeable results (Sutton, 2010). In addressing such barriers Waasdorp (2011, 69) believes that benchmarking must be practiced in order to determine the reasons for success or failure of the TQM process.

Other factors associated with TQM failures are listed below (Soltani et al. 2008:219).

- Lack of drive by senior management and middle management commitment
- Employee resistance.
- Lack of integrated performance measurement.

- Lack of clear goals and objectives
- Inability to change organisational culture.
- Lack of accuracy in quality planning

## **2.6 ORGANIZATIONAL PERFORMANCE AND PERFORMANCE MANAGEMENT**

It is impossible to discuss organizational performance without discussing performance management in relation to quality management. The purpose of any business enterprise is to make sure that it performs better than its competitors in every way, including better returns to owners and stakeholders (Richard, Devinney, Yip, & Johnson, 2012). “Performance management is not only about individual employees but also focuses on systems, processes, programmes and the organisation as a whole, which takes a wider perspective as far as all these inputs; outputs and resources of public institutions are concerned”, according to Van der Waldt (2012, 217) .Hence, the South African government consider performance management as a system to improve delivery of services to communities through set target. (Pessima, 2010).

The Performance Management System Framework (2016 ,62) further state that the Performance Management serves as an instrument used to measure if targets does meet strategic goals set by the organisation and its employees . National Government has also found that it will benefit the government to provide on the Performance Management Process for Local Government. “The implementation of Performance Management systems gives the organization the ability to keep track of the progress within the business (Performance Management System Framework, 2016, 89).

Further to that , in the Performance Management process, organizations are able to create value, establish objectives and systems that will satisfy the expectations of customers which in the long run will improve on the performance of the organization” (Altiok, 2012,122). Altiok (2012 , 123)further states that “the implementation of quality management in an organization successfully lead to performance drivers such as lower costs, greater efficiency, better quality service ; better market share and increased motivation and satisfaction” .

It also helps in proving early indication of warning signals in order to ascertain barriers that could hinder the process of meeting the IDP strategies and provides appropriate management information for informed decision -making (Dale 2010).

According to Bigelow (2013 , 73) , , restructuring in the local municipalities plays an essential role in improving performance in the local municipalities in South Africa .Hence, “a further motive to pursue TQM in the public sector is for the Government to ensure the provision of efficiency and effectiveness in public services, focusing on areas that together will contribute to quality in service” (Brysland & Curry 2011 ,391).Therefore organizational performance must be discussed as a concept on its own so that one can determine if quality assurance as the tool implemented does enhance the performance of the eThekweni Municipality or not .

## **2.7 QUALITY MANAGEMENT AND ORGANIZATIONAL PERFORMOMANCE**

This study evaluates whether or not working with Quality Assurance as a tool can affects the performance of companies particularly in the eThekweni Municipality. Hence, earlier published results determining the relationship between the quality management and organizational performance are fundamental for this study. The concept of Organizational Performance is based upon the possibility that an association is the wilful relationship of beneficial resources whereas giving hopes to get value in return. (Barney, 2011).

“Organisational performance is the sum total of the performances of individual employees and teams in an organisation, as well as the performance of organisational systems and sub-systems” (Mothae 2009, 825). The provider of the resource is the one who defines value as the essential overall performance evaluation criteria. Organizational performance depends on the practice adopted by each organization as a tool. There is neither right nor wrong practice but the chosen practice should enhance productivity and performance. The practice needs to be evaluated to determine if it does have an impact on performance of the organization, and further seek more strategies for continuous improvement.

There are many different approaches that an organization can use in assessing the possible benefits of TQM. Previously studies have been done establish whether there is a linkage between TQM practices and quality performance. The findings revealed a very positive linkage.

However, there is some criticism of TQM in the past studies caused by different views and opinions concerning what TQM is and which result in different opinions about what it should result in to which results in to many organizations not succeeding in their TQM efforts. (Dale 2013).

Das et al., (2010, 125) believe that there is a relationship between TQM and organizational performance and those TQM principles such as customer focus, continuous improvement; top management commitment, employee involvement, and product innovation have a positive effect on product /service quality. TQM practice have different performance outcomes for different organizations (Sadikoglu and Olcay , 2014, 152).By outcome the author refers to the results received from participating in something. For this study, the outcome is about the benefits that are achieved form TQM implementation.

Even though poor implementation of TQM causes challenges there are some good results from the implementation of total quality management that have been observed by previous researchers. It is important to associate TQM principles that are suitable for the organization with organizational culture as that is a foundation in which quality service is achieved (Larry, 2015). Below are the variables that are the outcomes of proper TQM implementation which are considered as a means to measure organizational performances.

Operational Efficiency: - This is about how the organization manages to transform input it to output in a manner that gives value to the product or service than the value input through transforming processing. According to Jenkins (2014 , 99) operational efficiency refers to practices that allow a company to better utilise its inputs and better implement it processes and achieve its mission and goals by reducing defects in its products or developing better products faster. For the purpose of this study operational efficiency will be measured through quality, processes and delivery indicators. The TQM implementation does have a significant positive effect on the organizational efficiency (Jagadeesh, 2014).

According to Samson & Terziovski (2013, 100) for an organisation to be more effective, efficient teamwork is required in every operational to avoid mistake that will affect the operational process. Factors such as talent management, change management, organisational design, process management and team alignment are the significant components of effectiveness of the organisation (Christopher, 2016, 128).

Previous studies done by (Chuan & Soon, 2014), have observed that effective TQM implementations do not only improve operational effectiveness but long-term profitability, and financial returns in the context of operational effectiveness. In addition, the authors further believe that higher intensity of TQM practices results in improved quality performance (Chuan & Soon, 2014).The opposing argument states that TQM principles and practices implementation does not always lead to organizational effectiveness but it could

hinder organisations from being innovative in their management approach when comfortable with the results and not think of new approaches (Hodgetts, 2013).

Customer satisfaction: - This is when the customer's expectations are met from either using the product or service rendered (Omachonu & Ross, 2014). The role played by the customer in the TQM implementation is very significant hence customer needs and requirements need to be well understood in the TQM implementation (Coronado & Antony 2012).

Improving customer satisfaction remains a priority of the organization and the conditions of the organizational success (Aram, 2015). Therefore, in the quality management context, customers are considered as valued assets that give guidance to the activities of the organization. (Kanji & Wallace, 2015). Additionally, how the organization designs and processes production and makes decisions is influenced by the purpose of pleasing the customer hence the needs of customers make a very crucial contribution (Godfrey et al. 2013: 48). According to Davidson (2012 ,111) , customers are divided in to two categories , employees and clients in an organization It therefore a must for the organization to understand both the external and eternal needs of their customers and apply them on the design and the development of product (Professor, 2014).

“The success of the organization depends on the customer satisfaction and that makes them a priority to the organization” (Deming, 2012: 55). The researcher's focus is placed on how customer service can improve by providing the needs and challenges of the customers. For municipalities to be able to achieve customer satisfaction, it needs to understand what are the expectations and the needs of their customers and align it to the performance of the organization in order to establish the gaps that need to be addressed (Patrick, 2015). It is impossible to achieve the highest level of customer satisfaction without providing quality services requested by customers (Merlo, 2012). For continuous improvement, customers' requirements must be consistently measured and satisfied (Caulcutt, 2015).

Finally, in the TQM context, the customer requirements need to be attended to in a very sensitive manner by responding speedily to their needs .By being sensitive to the customer requirements means going an extra mile in ensuring that errors and defects are minimised in order to reduce complaints from customers (Siegel, 2014). By doing so the organization in return gains competitive advantage.

## Employee satisfaction

According to Deming, (2014 ,112) satisfaction is the level in which the wants or needs are met either through service or product .Employee satisfaction is a term used to define how employees feel, in particular meaning the happiness or contentment when employees desires are met. (Oakland, 2012). Employee engagement, employee motivation, employee goal achievement and positive employee morale in the workplace are the measures in which employee satisfaction is measured on (Godfrey et al. 2013: 118).Stahl (2012: 54) defined employee satisfaction as a combination of effective reactions to differentiate the perceptions of what the employee has and what the employee wants.

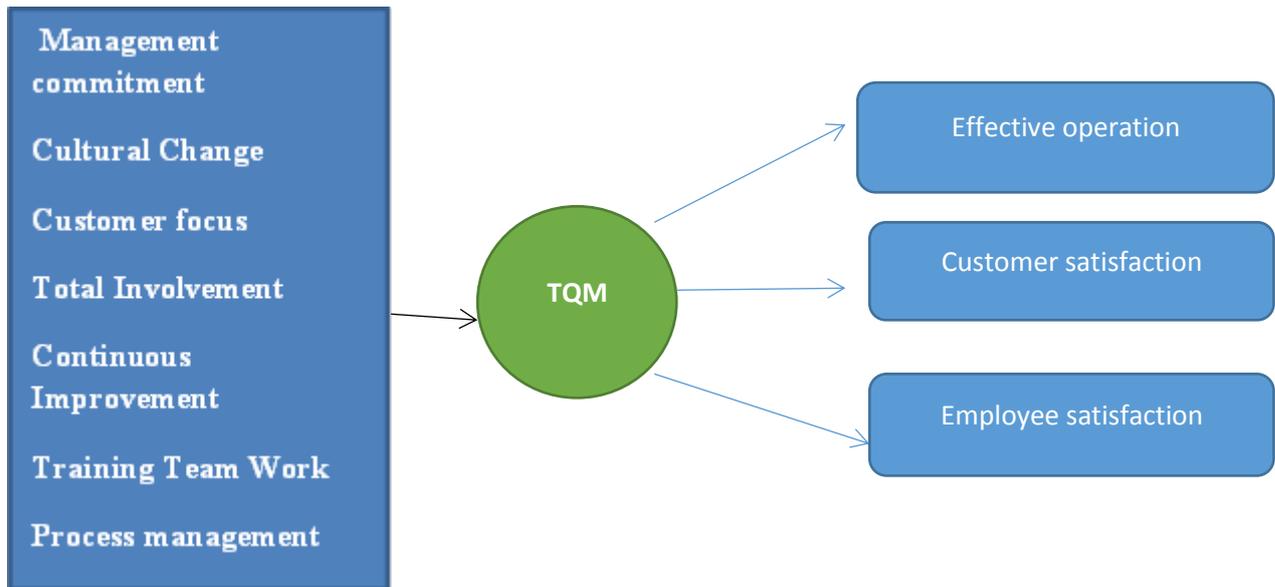
According to Anderson et al. (2016 ,256) employee satisfaction is about pleasing the employee and the level in which the employee is pleased especially regarding the position held or engaging the employee in the decision making and reward and recognition is also considered a method that motivate the employees. Evans & Lindsay (2014: 98) argue that numerous aspects of the organisation such as policies, objectives, and the work environment are what describe employee satisfaction .In other words employee satisfaction is determined by the what the employee want and what the employee get (Miguel, 2015: 86). Employee satisfaction is one of the factors that have an impact in the effectiveness of the organization (Crowover, 2012).

When employees are satisfied or more they become more loyal and productive (Christopher 2016) .Even though happiness lead to loyalty and increased individual performance is not always the case satisfaction of employees varies per employee (Aram, 2015).Therefore , satisfaction of employees need to be managed such that behaviour change in doing certain tasks effectively could be a sign of a dissatisfied employee (Coronado & Antony 2012).The reason for implementing TQM practices is improving the performance of the organization. Thus, the empirical literature encompasses the need for quality management practices and how they influence performance of eThekwini Municipality is essential in this study. Studies that have been done have concluded that quality management practices are important for improving performance and the quality of goods and services provided by the organizations. However, there is not enough evidence that these studies have addressed issues of quality management practices and organizational performance in the private and public sectors. This study therefore found it necessary to address these issues by exploring the quality management practices adopted by eThekwini Municipality and its impact in the performance.

## 2.8 CONCEPTUAL FRAMEWORK

Giraffe (2012, 12), define Conceptual framework as a drawing that describes a relationship between variables studied. Figure 2.1 below displays how effective performance, employee satisfaction and customer satisfaction is achieved.

**Figure 2.1: Conceptual framework**



**Source: Giraffe, 2012**

According to Gerard (2012, 65), TQM is an essential tool for any organization that aims to succeed. Previously, studies conducted by the previous researchers such as Meroe (2011: 52) indicate that there is no one word to define TQM. Meroe (2011, 52) studied the ideas of the quality experts and shared the similarities on the implementation of TQM, amongst other, customer satisfaction, employee satisfaction and effective operation. On the contrary Reed et al. (2012, 54) found that there are differences identified from the quality of gurus when it comes to the implementation of TQM.

According to Feltex (20010, 269), conceptual framework is based in the idea that TQM implementation results operational effectiveness as well as customer and employee satisfaction. The above outcomes can be accomplished through proper usage of TQM principles such as management commitment, customer focus, and teamwork, training and total involvement of everyone for continuous improvement in the organisation (Giraffe, 2012).

Service organisations with high degree of customer satisfaction are those that have succeeded in implementing TQM effectively and they continue to succeed in organizational performance effectively (Goodman, 2012). However some service organizations still struggle in understanding the concept of TQM, and that is the reason why this literature review firstly, gives an account of TQM philosophies; secondly, it examines whether the application of TQM principles does lead to an effective organizational performance in the municipality .Total Quality Management has existed for years but there are still organizations that still lack an understanding of TQM concept completely and how TQM can be implemented in such a way that it enhances the performance of the organization.

A breakdown of quality and total quality management will be provided in the study in order to offer a full understanding of the TQM concept. Therefore, implementation of quality management will always require a systematic approach for continuous improvement in making small improvements which will ultimately result in large improvement. For eThekwini municipality, Total Quality Management is an approach in serving their customers (both external and internal) by meeting their expectations on continuous basis through everyone involved with the organization working on continuous improvement in all services and processes together with proper problem solving tools .

The above model depicts the relationship between independent variables which are seen as originator to the dependent variable. It is therefore vital for the municipality to track the relationship between the principles in practice and the outcomes. The proper implementation of these principles in the municipality are said to bring added advantages, in terms of employee satisfaction, operation effectiveness and customer satisfaction (Deming, 2012: 108).

## **2.9 CHAPTER SUMMARY**

The impact of QM practices on the organizational performance has been the subject of continual interest and challenge among researchers. The chapter has combined a review of literature relating to Total Quality Management .In this study, the reviewed literature is organized and classified along three main themes: Total Quality Management, TQM principles, organizational performance and the relationship between TQM and performance. It defined and discussed the quality concept and different meanings of TQM within product and service environment. Previous published findings were presented in determining the effect of quality management in the organizational performance. It further looked at what causes failure of TQM practice. Management theory and Quality Improvement theories were discussed to establish it relevance to the topic. The Total Quality principles were analysed. Chapter three present the research methodology adopted in this study.

## **CHAPTER 3: RESEARCH DESIGN AND METHODS**

### **3.1 INTRODUCTION**

In this chapter, an overview of the research methodology used to conduct the study is presented. This purpose of the study is to use the eThekweni Municipality as a case study to explore the use of QM practice for performance improvement. A review of literature on TQM conducted in Chapter Two provided a discussion for QM practice and Organizational performance relationship, an understanding of the principles of TQM and its relevant impact on performance. Accordingly, this chapter will discuss the methodology chosen in the research in trying to find answers to the research questions as stated in Chapter One. Therefore the research design used in this study will be discussed and topics such as study location, research population, sampling, method of data collection and data analysis, validity and reliability and ethical considerations will be described.

### **3.2. RESEARCH PHILOSOPHY**

“A research philosophy or paradigm is a way of examining social phenomena from which particular understandings of these phenomena can be gained and explanations” (Saunders, Lewis, & Thornhill, 2012, 126). Saunders, Lewis, & Thornhill, (2012 ,128), emphasized that the term “research philosophy” is based on the way in which the people see the world however it can also cause confusion because one perception can lead to different meanings (Saunders et al., 2012). In addition, Saunders et al., (2012) point out that research philosophy is more on about people’s assumptions about the world; and the meaning of what is known which nature of that knowledge is. According to Collis and Hussey (2013 125), there numerous types of research methodology, however, positivism and interpretivism are the two main research paradigms that exist in business research literature.

This study uses an interpretivism approach. Interpretivism was considered suitable for this study, as it gave the researcher the ability to understand people's meanings because the data gathering method was more natural and practical. Saunders et al. (2012) define interpretivism as an epistemology that believes that understanding the difference between humans in their role as social actors is necessary for researchers .Finally, an interpretivist approach is deemed suitable for this study as it includes subjective results and its driven by human interest. It focuses on meanings unlike pragmatism that focuses more on facts.

### 3.3 RESEARCH DESIGN

In order to conduct a successful study, it is necessary for the researcher to first design a proper plan in order to ensure that the data collected and analysed during the study answered the specified research questions (Bhattacharjee, 2012). “Research design is defined as a broad plan for collecting data in an empirical research project and is the plan that forms a ‘blueprint’ for empirical research ”(Bhattacharjee, 2012:35). Therefore the design is critical to the research undertaking. There are a number of empirical research designs that could be used in this study considering the focus of this study, such as participant observation, participatory action research, surveys and case study (Hofstee, 2006).

In addition, Hofstee (2010, 198) advises that the researcher should consider various factors when considering the most suitable design for a specific study, such as, asking themselves if the design chosen will be able to cover the research questions, how well it will test the hypothesis, the reliability and the affordability of the data collected as well as the difficulties that may be encountered when collecting reliable data using the design

The researcher has considered all the factors that could affect the design such as considering the kind of research questions that the design need to satisfy in order to achieve the purpose of the study. Hence the case-study research design chosen was considered appropriate for the purposes of this study.

Accordingly, this study adopted a case study method since the method provide detailed focus on the case of the study and it gives a researcher an opportunity to explore the impact of total quality management implementation on the eThekwini Municipality performance. The researcher favoured a case study approach because it include in depth, contextual analysis that that is similar situations found in other municipalities, where the nature of the problem happens to be experienced in the current situation in understanding of the research design. According to Yin (2011, 85) “...a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, and is particularly useful when the boundaries between the phenomenon and the context are not clearly evident”

In addition, Mouton (2011, 85) believes that the case study is beneficial in that it involves a small number of cases yet it provides a comprehensive data. Due to the fact that this study requires a strong understanding of the TQM phenomenon and understanding of how it relates to eThekwini Municipality performance, the case study approach was considered suitable. Mouton (2011 ,8) further argued that even though using case study has good results there are

also limitations, it cannot be generalised. For this study, this limitation will not affect the study as the purpose of this study is to understand the specific case not to generalise the findings. This study used an exploratory approach design. According to Cooper and Schindler (2006, 12), exploratory research, descriptive research and causal research are three main classes of research design. “Exploratory research design is an unstructured research design, which is more adequate when the research problem is more or less understood as it should be conducted in the best possible way and it requires the ability to observe, get information and construct explanation (Ghauri and Gronhaug 2009) .

The Exploratory research design was chosen for this study for the purpose of gathering the background information on the topic in order to refine the research questions, further identify sources and actual questions that were used as measurement in the sample design. The questions that this study aims to answer are specific to a certain roles that not everyone will be able to answer except for the participants that are in the role of quality assuring the information submitted. For this reason, it is the nature of the research topic that determined the methodology chosen by the researcher for this study in order to minimise limitations.

### **3.4 RESEARCH METHODOLOGY**

The approach to the case study for this research was a qualitative one. Creswell (2014:4) describes qualitative research as a methodology of exploring and understanding the meaning people or groups accredited to a societal or human problem. A qualitative research study is commonly used due to its flexibility in embracing the complexity of the study being conducted and has a flexible structure to embrace the complexity of the study.

According to Creswell (2014,142), qualitative research works in relation with an inductive style because it also give an understanding to the complexity of a situation and focuses on specific meanings. The researcher has chosen a qualitative design because this kind of research methods enabled the researcher to be actively involved in an interacting with the participants interviewed in the study.

Further to that ,the researcher used the qualitative method because it allowed the researcher time and space to understand behaviours, feelings, attitudes and experiences reflecting different concepts regarding the quality management process and its impact on the performance of the municipality under investigation. For example the researcher was able to do probe indirectly into responses on certain questions in order to acquire detailed descriptions and explanations of experiences whilst collecting data.

Therefore using the qualitative method was of benefit to the study since it allowed the researcher to obtain and observe the participants' feelings, experiences, views and ideas around eThekwini Municipality.

Leedy and Ormrod (2014, 32-36) state that "qualitative research examines a phenomenon within its real life context and has an advantage of giving the researcher an opportunity to gain new insights about particular issues, in order to develop new knowledge which could contribute to the theoretical world whilst discovering the problems that exist within the phenomenon". Merriam (2009 ,19) highlighted that the qualitative research intention is to understand the meanings people have and how they make sense of their world, including the experience they have of issue or circumstance being investigated.

In this study, for the researcher to understand the issue being investigated, it was important to get closer to participants by having a pre-meeting before the actual interviews in order to understand each person's internal logic to interpret their personal understanding of quality management in practice. The pre meeting that took place during the actual interview date also gave confidence to the researcher in that it confirmed that the participants to be interviewed are the relevant ones. Hence, the qualitative research approach was favourable for the study to explore the effectiveness of TQM in the performance at this identified municipality. In this way, data was obtained and analysed using qualitative research method which assisted the researcher to find answers to the research questions stipulated in Chapter One.

### **3.5 THE STUDY SITE**

The study was conducted at eThekwini Municipality within the Quality Assurance section. "The eThekwini Metropolitan Municipality is a municipality in the province of South Africa in KwaZulu-Natal. eThekwini is not small but one of the biggest cities in the country (eThekwini Municipality website, 2017). "Its land area is comparatively larger than that of other South African cities and is topographically hilly, with many gorges and ravines and almost no true coastal plain. By 2030 this Municipality's vision is to enjoy the reputation of being Africa's most caring and liveable City, where all citizens live in harmony" (THE EDGE, 2017).The Quality Assurance department at eThekwini Municipality is a section located within the Performance Monitoring and Evaluation Unit.

This Municipality is one of the Municipalities that have a Quality Assurance section, which is designed to assist in adding value to improve the Organization's activity by ensuring compliance with Performance Monitoring and Evaluation requirements.

The aim of having this section is to ensure that the highest quality information is achieved. The eThekweni Municipality was chosen in order to explore whether the Quality assurance in this organization does have an impact on the performance of the organization and to establish the level of understanding about the TQM within the municipality.

**Figure 3.1. : Location Map of eThekweni Municipality**



Source: [www.municipalities.co.za](http://www.municipalities.co.za)

### 3.6 RESEARCH POPULATION AND SAMPLING

In qualitative research, it is imperative that the researcher understand the population in which the study will be conducted. Walliman (2011, 94) defines populations as the number of people, objects, cases or variety of things that fall under the same type criteria of the study in which the researcher intend to adopt. Population is defined by the number of defined group that the researcher was interested on as per the aims and objectives of the study. Bhattacharjee (2012, 66) adds that a sampling frame is a sample that is part of population, “usually a list with contact information”. A sample is drawn from this group, the Quality Assurance section is situated under the Performance and Evaluation Unit in the eThekweni Municipality.

According to the Performance Management System Framework (2008,15), the Municipalities is governed and managed by both political and administrative personnel and consist of political and administrative personnel. This study uses sampling from the sample frame which consist of political and administrative personnel who are directly involved in the TQM

implementation. Walliman (2011, 97) points to the fact that non-probability sampling is the selection of elements for the study by non-random means. This is ideal for situations where access to the study followed purposive sampling as a method of data collection. The researcher adopted purposive sampling because it was appropriate for the study as it only engage the participants that are the key people who are involved in the quality management process directly in the municipality.

Further, even though the purposive sampling does not accommodate generalization but this was not a problem, this study does not require conclusions based on generalization. According to Rubin (2008, 78) the targeted group for purposive sampling is described as: “Purposive sampling is a method where units or people are selected for inclusion in the sample by a researcher with a purpose in mind”. The study accordingly employed purposive sampling to select the participants for inclusion in the study. Thus only the Head of Performance Monitoring and Evaluation , Senior Managers , Project Managers , Performance Management Advisor , Manager Support and Admin and officials who are directly involved in the implementation of QA at this identified municipality were selected for inclusion in the study.

Purposeful sampling get chosen for different reasons such as choosing individuals because of their knowledge on the research topic, the position at work that is relevant to the topic , years of service which gives a define the experience in that role and to the research and their training or education (Krysiak et al , 2010). In this study, purposive sampling was used as a sampling technique rather than the random sampling, as the focus is more on the quality of information than the quantity of information, since the purpose of this study is to acquire information that is more relevant and usable for the study. Additionally, in this study, purposive sampling was used because it made it possible for the researcher to identify suitable participants who would be able to deliver a detailed and relevant data to the research questions based on the research topic that requires such criteria.

Gqaji (2013; 3) concurred that non-random sampling comprises of those participants who are identified by their common interest in the subject, their background as well as their experience. eThekweni Municipality is the largest city in the Kwa-Zulu Natal province and the third largest city in the country. Management, Quality assurers and Representatives were the best candidates for the research topic. These selected elements provided reliable data for the research topic, findings and recommendations. The questions asked in the interview

process were made to fit the objectives of the study. According to the 2017 organogram, the Performance Monitoring and Evaluation Unit have a headcount of about twenty seven staff, including the Management and Head of the Unit. QA is performed under the Administrative and Support section where according to the organogram; there should be seven PME Officers but currently there are only four. However an arrangement was made to accommodate this. Given fewer participants the samples was further sourced from other sections that assist with QA in this department.

A sample of 22 was selected from population of 27 which is 81 % of the target population. The sample size for this study was adequate to conduct the study as it exceeds 70%, which enabled the researcher to proceed and for qualitative research the 70% is not an issue. According to Mugenda and Mugenda (2008, 12), a response rate of 70 percent is acceptable as representative of the sampled population. To be able to get the data that can used in the study, the researcher was very selective in choosing the sample as not everyone in the department is doing QA hence it took time to conduct interviews to ensure the correct participants were selected for the interview process . The management was engaged to assist in the interview selection process to get relevant participants involved. Even though the interview questions used in the study were different per but the content was the same but asked differently depending on the role played by each participant in the TQM practice.

**Table 3.1 Study population and rate**

<b>LEVEL</b>	<b>POPULALATION</b>	<b>SAMPLE</b>	<b>SAMPLE %</b>
<b>Management</b>	<b>9</b>	<b>9</b>	<b>100%</b>
<b>PME Officers</b>	<b>7</b>	<b>7</b>	<b>100%</b>
<b>Reps</b>	<b>11</b>	<b>6</b>	<b>55%</b>
<b>Total</b>	<b>27</b>	<b>22</b>	<b>81%</b>

**Source: EThekwini Municipality Organogram**

## Interview Questions

The first six biographical questions were the same for all the participants (Q1 – Q6) .From Question 7 onwards; the questions differed depending on the position per participant, even though all of them had the same objective.

Title Category	No.	Biographical questions	Questions per group
Management	10	Name and Surname Age Years of Service Occupation Place of Work Department	<p>In your own words, define the concept of quality management practice at eThekwini Municipality?</p> <p>What is the purpose of QM practice at eThekwini Municipality?</p> <p>Was there training for QM practice before implementation?</p> <p>In your opinion, what is the attitude of the personnel and stakeholders towards QA Implementation at eThekwini Municipality?</p> <p>Are there any challenges facing the application of quality management practices that you are aware of?</p> <p>To understanding what are the problems that influence the level of compliance?</p> <p>What impact does the QM practice here have on the organization and on stakeholders' performance?</p> <p>In your opinion how is the commitment at a management level with regards to TQM practices at eThekwini Municipality?</p> <p>Would you say there is a link between quality management elements and the performance of eThekwini Municipality?</p> <p>What suggestions can you recommend as a solution to improve TQM practice in this Municipality?</p> <p>Is there anything else that you would like to add?</p>

PME Officers	10	Name and Surname Age Years of Service Occupation Place of Work Department	Do you understand what the QM practice is here in the eThekwini? Was there training for QM that took place before implementation? Are there any challenges facing the application of the quality management practices here that you are aware of? In your opinion, what is the attitude towards QA Implementation at eThekwini Municipality? To your understanding what are the problems that has an effect on the level of compliance? In your experience how is the management commitment to quality management practices at eThekwini Municipality? In your opinion, is there a relationship between quality management practice and the performance of eThekwini Municipality? What suggestions would you suggest in the practice as a solution to improve the QM practice here?
Project Managers	10	Name and Surname Age Years of Service Occupation Place of Work Department	Is there anything that you would like to add? In your understanding do you know what the QM practice in the eThekwini Municipality? In your experience what are the challenges that you face as stakeholders in the application of QM practice? In your opinion, is the management committed to stakeholders to the QM practice? In your experience, has QM implementation been a success in enhancing service delivery and service quality. In your opinion, would you say quality management does improve performance at eThekwini Municipality? What intervention would you suggest as a solution to improve compliance?

### **3.7 RESEARCH INSTRUMENT USED**

According to Bhattacharjee (2012 ,125) , in a case study research approach there are various methods of data collection but the most used methods are structured, unstructured, and open-ended interviews and focus groups. Direct observation, Documentation analyses and Physical objects are rarely used for data collection yet they are also regraded as other methods can be followed to add-on interviews (Bhattacharjee 2012). The study did use various relevant documents such as reports and policies from the municipality to supplement the interviews. “The semi-structured interview is an in-depth interview that is a dialogue between the researcher and the participant, rather than a closed-ended questions and answer session” (Ehigie & Ehigie 2015; 156). Semi - structured interviews are not closed questions but rather open questions still specific to the kind of information required which help build a positive relationship and understanding between both the participant and the researcher (Creswell ;2012).

In this study, primary data was utilised using semi-structured interviews with the intention of collecting primary data. This technique was suitable for this study because of its significant role it plays considering the kind of information required, it was appropriate to accomplish the objectives of this study. The reason for the researcher to use the semi-structured interviews in this study is that it allowed the researcher an opportunity to guide and motivate participants freely where necessary. It resulted in an increase in terms of response rate. Furthermore, an interview process worked better as it gave the researcher an opportunity for a good flow of communication and better understanding between the participants and the interviewer. Semi-structured interviews allowed a two-way communication and hence it was thus considered to be the most suitable instrument.

### **3.8 DATA COLLECTION METHOD**

It is essential to attain proper and accurate data collection once the target population and sample are decided upon, in order to achieve the research aims and objectives. The researcher seeks to explore the effect of TQM implementation in the performance of eThekweni Municipality. Therefore, the researcher needs to gather enough information from the research to make this a success. According to Saunders et al. (2007 ,589), in order to obtain the necessary information secondary data from all relevant sources must be made available to a researcher to identify a research problem. The secondary sources of data were used by the researcher in order to give the work both a theoretical and practical touch.

Some of the secondary sources utilized include reports, from the eThekweni municipality and from the internet. On the other hand, the data was collected using interview process. Prior to the interview process, a meeting was arranged with the recommended personnel in the office at eThekweni Municipality in order to obtain the information as discussed during the initial stage. From this meeting, contacts details were obtained in order to select the relevant participants. Furthermore, the questions were also checked to establish if the objectives of the study will be accomplished. It also helped to clarify doubts and hesitations regarding the questions asked.

After approval from management the interview schedule was prepared, thereafter, before the interview schedule was adopted, it was reviewed and amended where necessary. The interview process began as per the schedule agreed on but the scheduling of interviews was a challenging exercise as some of the appointments had to be moved to another date and the researcher had to re-schedule and travel to where they were. Care was taken through the interview process, especially to allow participants to express themselves freely, without interpreting their views on the research based on assumptions of the questions that were asked. The questions asked differed depending on the position per participant, even though all of them have the same objective.

Data collection was recorded as per the perceptive, views and feelings of the participants with no judgement to ensure care and good flow of communication. The biographical data of the participants was the first step of the semi-structured interview schedule in order to understand their background. Question One to question Seven were the open- ended questions.

### **3.9 DATA ANALYSIS METHOD**

Data analysis using a qualitative research method is different from the quantitative research method because of the presentation of the data to be analysed in these two approaches. In the Quantitative method analysed data is presented in numbers and looks at variables and hypotheses in a quantifiable phenomenon , while in the qualitative method , analysed data is presented in theory and text form, which transforms data into findings (Creswell, 2012). The researcher utilised thematic analysis to analyse the data obtained from the interviews with the participants as well as from the documentation. Thematic analysis is a method of identifying, analysing and reporting patterns (themes) within data.

It minimally organises and describes the data set in (rich) detail. However, frequently it goes further than this, and interprets various aspects of the research topic (Boyatzis, 2010).

“During data analysis, the textual accounts of interviews are searched for common themes and findings comprises of descriptions of the field using various relevant theoretical concepts necessary to interpret the participant’s view” (Boeije ; 2010, 15). Therefore, in this study thematic analysis will be used to interpret and analyse data by reading texts from the data, coding those themes, and then interpreting the structure and content of the themes as this study use a qualitative approach.

As part of analysing data, the thematic analysis was chosen because it allowed the researcher to summarise the responses of all the interviewees to search for common themes and sorts them out in a thematic manner as per the objective to be achieve. The sub-themes were created from the main themes arising from the data analysis. According to Welman, (2015, 65) ,the thematic process of data analysis is one of the most fundamental tasks in qualitative research because it acknowledges patterns of data and links it to theory

The process entails systematically reviewing units of text that have the same patterns of data and classifying them in different themes (Welman, 2008). This method was selected due to its use by qualitative researchers and the fact that it is not hard, inductive and gave the researcher an opportunity to design a set of procedures to identify and examine themes from collected data in a transparent and credible manner. Further to that, thematic concepts show the similarities and differences obtained from the data collection process. The thematic analysis was deemed suitable as it gave the researcher the flexibility of getting detailed and rich results.

The benefit of using thematic analysis is that is goes beyond the idea of just counting phrases or words in a text but identifies clear ideas within the data (Ryan & Bernard; 2013, 103–104).Ritchie et al.; (2012) describe four key stages in the analysis process: identifying initial themes, labelling or tagging the data, sorting the data by theme and summarising or synthesizing the data. These stages will be followed in this study providing clear links between themes and the aims of the study in order to guide the development of analytical claims. For this reason, thematic analysis offered flexibility and flow in that it made it easier for the researcher to analyse the data and to make recommendations.

Upon completion of interpreting and analysing through thematic analysis the researcher will provide a presentation of collected data. The data will be used to make recommendations for the programmes and policies to bring about change and improvement in service delivery through the use of QM practice in the eThekwin Municipality. Therefore, the thematic

analysis in this study is vital as the researcher wishes and hopes that the study outcomes as outlined in various themes, will influence programmes and provide better tools aimed at improving the performance.

### **3.10 TRUSTWORTHINESS AND RIGOUR**

In order to understand the meaning of trustworthiness and rigour in qualitative research, it is necessary to present definitions given by researchers. Carmines and Zellers (2014, 152) in Wilson (2010, 53) referred to reliability (trustworthiness). Reliability is about how much the instrument can provide usable results. It is the degree in which the instrument can yield the same results over and over again. (McBurney & White, 2016). In short, reliability is the level of consistence and the stability, reliability of the measuring mechanism adopted for the study.

Pre – testing was used to test the reliability of the instrument used. Pre-testing in this study was conducted using the targeted sample group before the actual data collection process. This process was done to ensure that inaccurate information will not be submitted. On the other hand, Validity (Rigour) can be referred to as a process of checking and verifying if the data collected does link to what was studied. (Mark, 2015). According to Smith (2013:131) a data that is collected properly and correctly interpreted is referred to as a valid study. Validity measures if the chosen instrument does measure what it was designed for (Wilson, 2013).

The purpose of validity in the study was to look for proof that confirms the responses with the selected tool. The questions were specific and direct to avoid confusion to the participants, there were no leading questions. The researcher used various approaches to the information by checking with the organization on credibility of the information. A combination of the information gathered and interviews were used in this study. However the principal method was based on the in-depth interview data collection method. The data collection method of the in-depth interview was dictated to by the nature of the research problem, which meant that attention had to be given to ensuring the trustworthiness and credibility of the process and the findings especially since the raw data was in the form of the perceptions, views and feelings of the participants. Pre-caution was also taken to ensure that the interview instrument reflected questions that spoke to the research problem, and that all the participants were asked the same questions during data collection;

Furthermore, the interview transcripts were checked thoroughly for accuracy, which was time-consuming but necessary to do in this study. Lastly sufficient sample size was used to collect data to make sure data collected had enough information , also data collected was transcribed

and filed to improve its dependability .The researcher cautiously used simple language during the interview session and further explained where necessary. Secondary data such as reports and policies were verified with the management to ensure that it was correct and relevant.

### **3.11 ETHICAL CONSIDERATIONS**

Ethics can be defined as a process that separate between right and wrong, the wrong does not have to be illegal (Bhattacharjee, 2012, 121). The ethical consideration principle as stated in Chapter one is used as the main rule guiding the study. In this study these principles were observed to allow participants the freedom of confidentiality, freedom to participate on voluntary, anonymity and no harm to participants and informed consent which was agreed on before the interview process began.

Participation in the study was entirely voluntary and informed consent was attained from all participants including the employer before proceeding with the study In addition anonymity of participants was observed timeously by the researcher. The participants were also given their informed consent forms to fill prior to the interviews and permission to use the tape recorder was requested from the participants before the interviews to decide whether or not they were comfortable. The researcher did not use the names of the participants in the data presentation and analysis.

To make sure that confidentiality is maintained, all data collected will be stored securely at the Graduate School of Business and Leadership for a period of five years. The Ethical Clearance Committee will accordingly instruct the disposal of the data to make sure that it does not fall into the hands of other people or researchers who might misuse it. The ethical clearance letter confirming this is attached. The study was approved by the Research Committee at the University of KwaZulu-Natal prior to data collection (Appendix 3).Again prior to data collection, the researcher observed all protocols and procedures and the study only began after ethical clearance HSS/1071/01TM was granted by the University of KwaZulu-Natal's Research Committee.

The eThekwini Municipality Management was involved fully in the process from the beginning to make sure that there was a full understanding of the purpose to conduct the study at eThekwini Municipality and how it will benefit the organization. The signed gatekeeper letter was obtained. Furthermore, the Informed Consent Form was signed and there by the researcher was given permission to conduct research by the participants, who

signed Informed Consent Forms (Appendix 1) which outlined the aim and objectives of the research as well as their rights of refusal to participate or to withdraw from the research.

Each participant was asked permission for the researcher to use a digital recorder prior to the interview process. According to Golafshani, (2013, 58), it is important to ensure that confidentiality is maintained to respondents in order to guarantee that the answers given by the respondents are confidential and not manipulated as this could affect the reliability of results.

### **3.12 CHAPTER SUMMARY**

This chapter provided the research design and how data was collected and analysed. The research methodology followed in this study was a through semi-structured interviews which gave the researcher an opportunity to have face-to-face interviews in order to interact with participants during the interviews and to learn more about the participants' emotions and feelings as they responded to the questions. Furthermore, documentation was used as a secondary data collect method. The upcoming chapter will then focus on presenting the data and interpretation of the responses to the interviews.

The data collection method followed is believed to be appropriate for the study to produce valid and reliable data. The next chapter will present the results of the data collected by the methodology.

## **CHAPTER 4: DATA ANALYSIS AND PRESENTATION OF RESULTS**

### **4.1 INTRODUCTION**

This chapter is about the presentation of findings from the data collected from interview process and the discussion of the results obtained to achieve the objectives of this study. It starts with discussions on the response rate and characteristics of the study participants before presenting a summary of the findings for each of the objectives following the thematic analysis approach. Interviews and documents were the data collection methods and thematic analysis approaches were applied as a tool to analyse the data. The results of the processed data are presented.

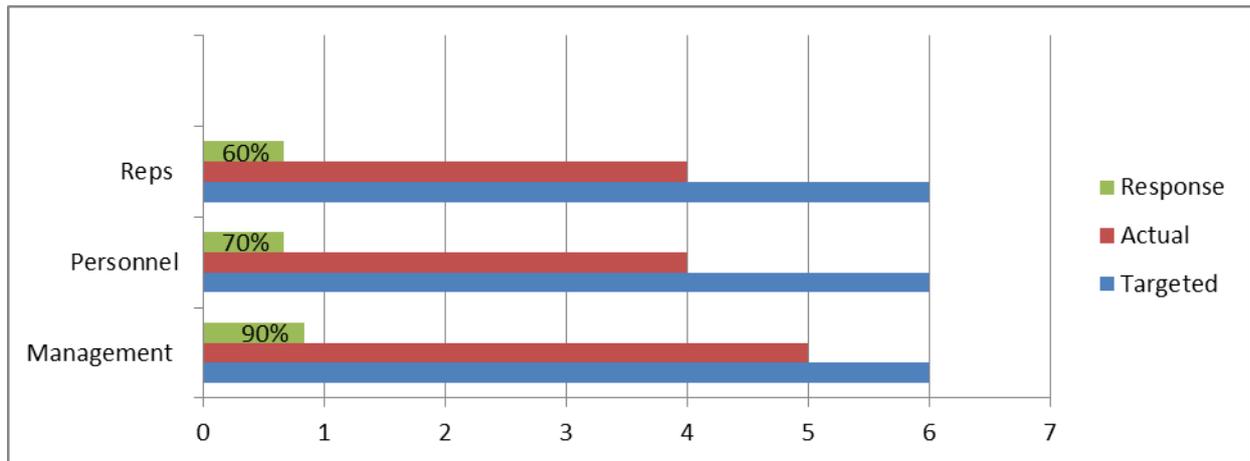
The interviews comprised of two sections: Section A covered the demographic data and Section B sought perceptions and knowledge on Quality management and Organizational Performance. In presenting the data, the sample of participants followed in the study was defined and the response rate was provided. The framework that served as a basis for the analysis of data was explained, as well as the manner in which the researcher presented findings.

### **4.2 SAMPLE DESCRIPTION AND THE RESPONSE RATE**

This section presents the findings of the study, and it discusses the results obtained from demographic data and perceptions on Quality management and Organizational Performance data analysis and interpretation of the results.

**Table 4.1: Response Rate Category**

<b>Respondent Category</b>	<b>Targeted Response</b>	<b>Actual Response</b>	<b>Response Rate</b>
Management	10	9	90 %
PME Officers	10	7	70 %
Project Managers	10	6	60 %
Total	30	22	73 %



**Figure 4.1. : Response Rate Category**

The overall response from the three categories of respondents was 73 percent which is within an acceptable threshold. According to Mugenda and Mugenda (2008, 12), a response rate of 70 percent is acceptable as representative of the sampled population. Figure 4.1 reveals that Managements response was higher that the two other categories due to work load. Not all of them were available for interviews as per the interview appointment schedule. However, even though the researcher was not able to interview everyone as planned the response rate was acceptable and further to that the amount of information obtained was sufficient.

#### **4.3 THE FRAMEWORK FOR THE PRESENTATION AND INTERPRETATION OF RESULTS**

Thematic analysis concepts was used to analyse the data gathered and transcribed from the audio and notes into themes, as explained in detail in the previous chapter. The interview questions were formulated such that they are in line with the research objectives, and to vital features of the quality management principles. Before detailed analysis of the discussion questions, it is important to analyse and understand the links between the profiles of respondents including their age group, level of experience and functional areas as all these aspects contribute to the outcome of the research.

The purpose of section A in the interview questions was focusing on getting particulars participants of the research sample. Biographical details plays an important role in the study when collecting data especially when collecting data, (Oschman; 2014). When questions are being answered to get biographical details it gives a better perspectives in terms of the level of position and number of years of service and age, and this need to be taken in to

consideration as they give an overview of an individual in terms of background and experience. Hence this is important when analysing and interpreting data. Thematic analysis is a process that is mostly used in qualitative data analysis. Thematic analysis records how often the patterns and words are used. According to Fereday and Muir-Cochrane (2016, 63), thematic analysis involves 'search for themes' that are essential for the study. This study used thematic analysis in order to identify through an inductive process, the themes and codes in order to find various codes that forms themes ( Charmaz 2014).

### **Section 1: Demographic Information: Interview respondents**

The section indicates various biographical particulars of the respondents gathered during the interview session.

#### **4.3.1 Respondents level in the organization**

##### **Management levels**

Management levels are the best candidates for the study as this assist the research to better understand the role they play in the research study as they usually have sufficient experience. Management roles are essential in making the QA practice a success; they are the engine behind the whole process.

##### **Employee levels - (PME Officers)**

Employee perceptions are an important factor in determining service quality Ramseook-Munhurrun et al (2009) state that satisfied employees are committed to continuous improvements and are more likely to be committed to delivering quality service. Therefore, employees were crucial part of the samples too.

##### **Perceptions - Focus on stakeholders- (Project Managers)**

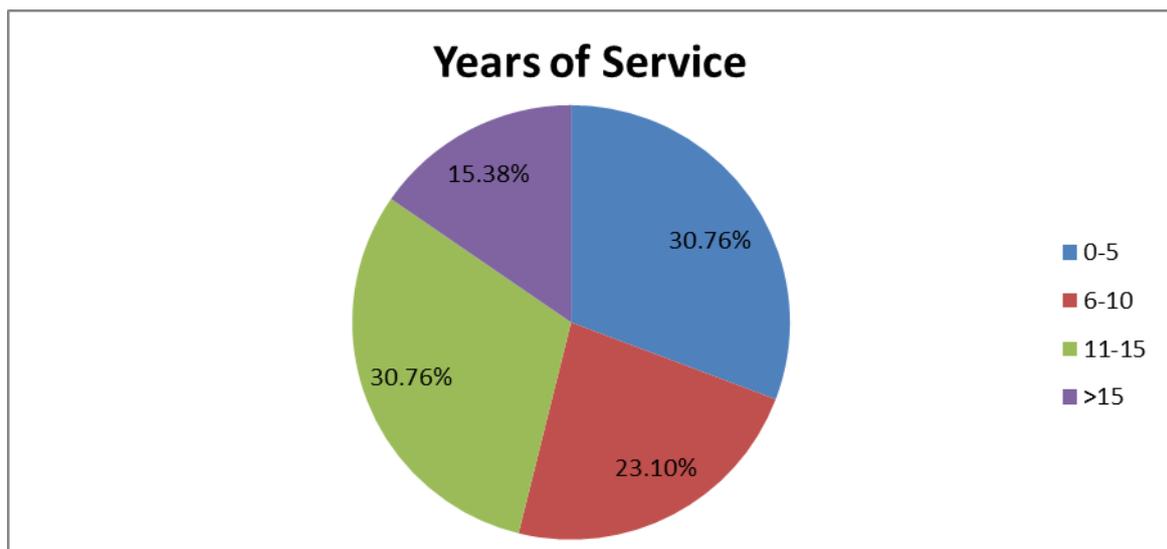
The results of the statements regarding the focus on stakeholders are presented and discussed in the following section; Stakeholders play an important role in this study for the researcher to determine whether or not the application of quality management does enhance performance.

### 4.3.2 Years of Service within the municipality

This section indicates the number of years the participants have been with eThekweni Municipality. The aim of obtaining the information on this question was to look at how years of service is spread out in the municipality in order to better analyse the data.

Level	0>5	5>10	10>15	Above 15
Management	1	1	4	3
PME Officers	3	2	1	1
Project Managers	2	1	2	1
Total	6	4	7	5

In this regard, the table above reveal that Management are mostly within ten years and above with years of service. The PME Officers were mostly within one year to ten years of experience at eThekweni Municipality. Lastly, for the Project Managers, statistics indicate that this portion of respondents have been employed for 6 or more years and are also spread out. The majority have less than sixteen years of experience. However, due to the amount of knowledge they have, during the interviews, participants figures are considered acceptable and reasonable with experience to express a knowledgeable opinion when answering the questions.

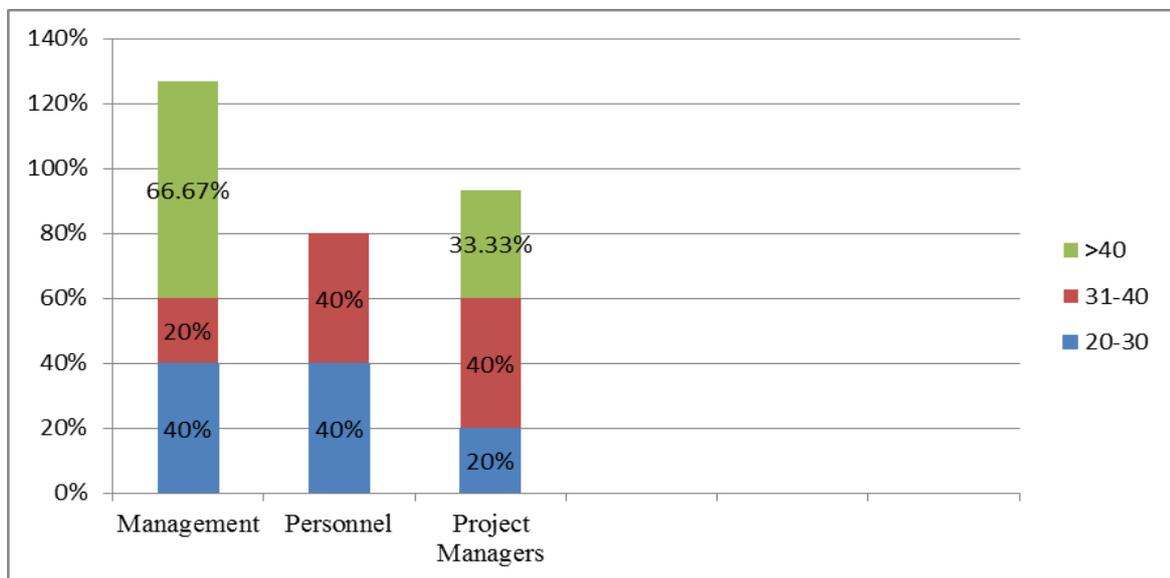


**Figure 4.2: Years of Service**

**Table 4.3 Age Group of respondents**

Level	20-30	30-40	>40
Management	2	3	4
PME Officers	3	3	1
Project Managers	2	3	1
<b>Total</b>	<b>7</b>	<b>9</b>	<b>6</b>

Table 4.3 present the age group of the respondents per level of position in the municipality. It is mandatory to establish the age group of the participants as it often determines the extent to which the person knows about the topic. For example when asking a young employee and the old employee about QM practice the responses will be very different. The participant’s age according to their positions in this study are indicated above. The PMU Unit has an acceptable age group because it is mixed with young and old which is beneficial for information - sharing purposes. The young ones adjust to change easily than the old which will make it easier if there are changes to be made however, the experience of the older staff have enabled them to face what the change will bring.



**Figure 4.3: Age Group level**

This section reveals that the majority of the management staff is above 40 years of age. On the other hand the personnel in this section were all below the age of forty. The management have been with the municipality for more than 10 years according to the years of service which is line with their age.

## SECTION 2: Quality Management Information

This section focuses on presenting the key findings of the research. Numerous aspects of quality management principles with an attempt to exploring the QM as tool to maximise performance were identified, based on data analysis from the interviews and secondary data. As a result of the review process, the researcher identified themes from the literature review. Each of the themes had subthemes emerge to further clarify the findings. The discussion below is tabled by paying attention to the four main themes and seven sub-themes that developed from the data analysis.

Table 4 presents the Conceptual framework outlining the main themes and sub-themes from interviews.

**Table 4.4 Themes and sub-themes**

<b>Theme 1</b>	<b>Understanding of QM Concept</b>
1.1	Process Management
1.2.	Management approach- Conformance to requirement
1.3	Customer focus
<b>Theme 2</b>	<b>The effects of QM</b>
2.1	Employee empowerment
2.2	Operational efficiency
2.3	Leadership and Management Commitment
<b>Theme 3</b>	<b>Lack of Resources Lack of teamwork – non compliance</b>
3.1	Lack of Continuous TQM Training and Development
3.2	Poor focus on Customer satisfaction
3.3	Inadequate Benchmarking
3.4	Lack of teamwork – non-compliance

### 1. The nature of QM practice within eThekweni Municipality

The purpose of this section is to confirm whether the interviewees have an understanding of the meaning of quality and how they describe the quality concept. The nature of QM practice at eThekweni Municipality need to be known by all parties concerned, hence it is important for all involved to understand what QA practice is applied at eThekweni Municipality.

The reason employees, project managers and management need to understand the concept of QM practice in their municipality, is that it will help them do their work better. Leadership cannot manage or improve what they do not understand. Stakeholders (internal or external) will never be able to comply or perform according to the required standards if they lack understanding of what quality management aim to achieve.

### **THEME 1: Understanding of TQM Practice**

During interview process, participants were asked questions in order to establish their understanding of the TQM concept within the municipality as part of the objective outlined in chapter One. In order to understand what is their understanding of the TQM concept with thin the municipality, participants were asked to define their level of understanding and the role in the QA process. The question was appropriate to be asked since the target sample was chosen on purpose because of their direct involvement in the TQM practice.

At the outset, interviewees were asked questions to ascertain their understanding of the TQM Practice within the Municipality. Since the target audience and sample were purposefully selected because of their direct involvement in QA, individuals were asked to define their understanding of the QA practice and also to define their role in relation to QA first. Defined answers were supplied and thus the responses indicate the level of understanding on the QA concept and personal understanding of participants as to what their role is within the system.

The findings of the study from the question asked on the understanding of QM practice as applied in eThekweni Municipality revealed the following: The 90% of participants shared a mutual understanding of what Quality Management is, the knowledge and understanding about what it is displayed by responding using the concept QA instead of QM, which is the term they are familiar with. This indicated that they had a sound knowledge of what TQM Concept is in the Municipality.

Compliance to Requirements was the first sub-theme identified in terms of understanding TQM practice. This is reflected in the participant's responses when asked of their understanding of the TQM concept and their role. Understanding TQM as Compliance to Requirements indicate the level of understanding the participants have on the TQM concept. The results from the interview indicate that 19 out of 20 understand TQM in the Municipality as a system used to measure performance within the municipality by confirming and complying with the legislated requirements set by the government, hence QA means conformance to the prescriptions set. Perceptions are presented below:

*“QM is a tool used to ensure that the information produced is accurate for the relevant purposes and to different stakeholders” (Manager, Male, 45years old).*

*“QM is a tool to ensure that the task outlined in the Municipality Plan is carried out at the desired level” (Project Manager, Female, 36 years old).*

*“QM is a system used to manage quality for the benefit of different stakeholders as per the Legislative governing PMS” (PME Officer, female, 32 years).*

Quality of process was a frequent sub-theme identified in terms of understanding TQM practice as part of continuous improvement. This was reflected in their responses. The level of understanding regarding the TQM practice reflect that most of the participants believe that QA in this municipality is about complying to the PMS system ,which is guided by the processes put in place . Thus it is vital to have proper processes in place for the QA implementation to be successful. Perceptions are presented below:

*“QM is about ensuring the quality of the information and quality of processes making sure that KPI’s are with understanding and meaning” (PME Officer . Male, 33 years).*

*“Quality management, when discussed in the municipality, one sees it as some of the responsibilities of management and employees only. Stakeholders tend to address it as an issue for municipality to sort out with their processes.”(Rep, Male, 36 years).*

These results reveal the reality that QA is seen as a management of processes representative. When interviewing representatives it was revealed that they do view TQM as about process management which is the responsibility of the management to ensure that it is effective. Management view TQM as part of management of process designed by the municipality in order to improve the quality of service for continuous improvement purposes, representatives on the other side do perceive it as management of processes but not for their benefit but for the management to do their work better hence in their responses there was an indication of not embracing the processes put in place.

Customer focus was a third sub-theme reflected in the interviewees’ comments, which is again important for linking and understanding TQM practice. Customer focus was the second largest of majority of the participants who agreed that the quality is measured by the satisfaction of the customers .It appears that TQM practice is understood by the participants as associated with customer satisfaction which is about providing better services to customers. Below are the perceptions:

*“Quality to me is about achieving the maximum level of customer satisfaction without any defects.”(Rep, Female, 39 years).*

*“The quality is more important than quantity, it how you meet the needs through quality service.”(Manager, Female, 39 years).*

Management and Quality Assurers view the TQM practice within the municipality as a tool to assist their stakeholders to be able to submit good quality of information and on time as part of their requirement for service delivery. The results further indicated that the QA process in the municipality is performed such that it enables the representatives to achieve the objectives as set in the scorecard signed. Interestingly as much as some of the representatives are of the view that the processes put in place do not sometimes work in their favour, a number of respondents who view QA process as a good practice that assist them to be able to comply in terms of reports submissions and deadlines.

## **THEME 2: QUALITY IMPROVES**

The conduct of the qualitative interviewees through thematic analyses led to a second major theme, labelled Quality Improves. Implementing any new philosophy comes with challenges and benefits. People who are in the system tend to like changes and some do not. The researcher in determining the effect of quality management practice, it was vital to ask what impact the implementation of TQM practice has on the performance of the eThekweni Municipality. The results from the interview process described the following sub-themes namely, operational effects, employee empowerment, and management leadership. Results from the interviewees showed that quality assurance practice as part of Performance management in the municipality does have an impact but responses differs with both positive and negative effects.

Operational effectiveness: Interviewees when asked of the impacts the QA practice have on the performance of the Municipality, revealed that since the QA implementation there has been improvement in the area of efficiency when it comes to operations even though there are still areas that require attention. The responses from the interviewees indicated that the TQM practice in the Municipality has assisted the municipality to run their operations better. The Managers are of the view that it is due to the TQM implementation that the quality of information submitted by the stakeholders has improved.

*“Quality Assurance practice was initially not an easy practice but the results are positive when looking at how we as an organization have improved the management of our operations in terms of submissions and the understanding of how the work should be performed successfully” ( Manager ,Female ,45 years) .*

The QA process means verifying the quality of information before the Audit Report is done, this has shown positive results as there are less and less issues in our operations. Interestingly as much as the management mostly agree that QA practice has resulted in to operational effectiveness in terms of functioning but there were few responses that revealed that the QA practice brought positive results but it still requires consistency and the support from the entire management team not just a few .

*“The QA practice is positively embraced due to it outcomes when it comes to how operations are managed but there is still a lot to do to get it where it should be” (PME Officer, male, 31 years).*

*“We have representatives that really embrace this practice and that is witnessed by their level of performance and the improvement achieved, Hence QA is an excellent tool”*

*(Manager, Female, 41 years).*

*“We even know which stakeholders are easy to work with due to their attitude towards the QA process and that determines how they perform, so it is a good instrument that assists them to comply with legislation “PME Officer, Male 33 years).*

The staff competency development (Employee Empowerment) is another sub-theme identified by both management and personnel. The majority of the participants indicated that QM practice does have a positive impact in that it forces or pushes stakeholders without much choice to perform as per the performance agreement terms or IDP that was agreed upon between them and the municipality. In other words, what pushes them is the fact that they will be assessed hence they need to make sure they achieve all the set targets because of what was promised by the stakeholders to the community and publicised, this put them on their toes to deliver those services, after all it is known that they get paid from public tax monies. For the representatives to be able to perform they need to know what need to be done and how, and this opens a need to be trained.

*“Training for our stakeholders was one of the benefits, they now ask questions that show interest and that gives us an opportunity to train them or visit them for assistance when need be” (Manager, Male, 49 years).*

*“One of the things we invested on when TQM was implemented we had to train them and that has helped both Municipality and Stakeholders which has assisted them to perform as per the performance agreement terms “(Manager, Female, 31 years).*

*“Our employees have grown in the area of skill development, the QA process was a concept but it gave them an opportunity to learn more about Quality” (Manager, Female, 48 years).*

*“When one of the employee is not doing well they get sent to Academy which equip them to be trained about their role and how well it can be done , hence the competency of our staff is visible “ ( Manager , Female ,42 years).*

Lastly Management Leadership was another sub theme from the results in indicating the impact of process in the Municipality. All interviewees discussed the influence of management in the success of TQM implementation. It was revealed that the commitment and support in management plays a big part in the success of applying QM effectively. Ninety percent of participants indicated that support from leadership is very visible and influential. Most of the staff indicated that management shows much interest and they have a passion for making QM a success. Below are the perceptions:

*“When working with stakeholders they are sometimes not co- operative, the management always intervene in ensuring that we get the assistance we need” ( PME Officer ,Female ,28 years).*

*Management interviewed indicated that management mainly in the public sector is the support of influence to run the implementation and productivity hence they are responsible for giving proper guidance and support to influence the flow of organizational operations*

*“The support is felt from the Top management; however, the responsibility still lies with them at their level to ensure that the operations are up and running as part of their role”(Manager , 10 years of experience, Female ).*

On the same note when asked if the current TQM practice does have an influence in the municipality performance, the few interviewees also stressed that management buy-in was required, i.e. management needs to be passionate about TQM if the quality of service and

performance is to improve. There is an indication that even though most of the management in the municipality are committed and show support but there are few that are less participative.

### **THEME 3: BARRIERS OF QUALITY IMPROVEMENT**

The results from the Management revealed that Resource allocation is one of their responsibilities, involving filling of vacant positions, as working with the Human Resource Department as without sufficient capacity it becomes a challenge to running of operations effectively .Lack of capacity is a sign that the Management is struggling in a certain area of operations which is a challenge in the success of any QM practice application. Moreover, in addition to high vacancy rate problems, a number of respondent add that the shortage consequently affects the quality of work in general.

The common response from the PME officers was that there is a high vacancy rate in this department; the municipality has a shortage of PME Officers to perform the QA function. According to the organogram, in the PME unit there are fewer personnel than there should be which a capacity issue, that hampers the smooth process of QA.

Perceptions are presented below.

*“Due to the lack of capacity, the Department is functioning with a graduate and staff employed for other roles but being used for the PME officer role whenever the need arise” (Manager, male ,44 years old).*

*“Lack of capacity, there were some personnel operating on certain positions but who left for career development and that created job gaps (PME Officer, female, 38 years old).*

*”We suspect that filling of the vacant positions is a long process in this municipality as they really take long to fill in gaps” (PME Officer, 5 years of experience, male).*

*“Insufficient time available for improving quality due to shortage of staff, doesn’t give enough time for support ” ( PME Officer , male , 5 below 5 years’ experience ).*

One of the participant shared that PME do not spend enough time with them to ensure that they fully understand what need to be done.

*“Staff shortages are creating a fixation on administration more than on them as their customers.”(Rep, male, 35 years old).*

Therefore, it is evident that increased workload significantly reduces the time available to provide better service due to high vacancy rate

Another sub-theme as revealed by some of the interviewees was related to Poor customer satisfaction. This is the main reason that the municipality need to focus on is the service delivery. Quality depends on the expectation and satisfaction of their customers. The results further indicated that the interviewees are of the view that QA practice has shown some improvement on the Service delivery KPI. This KPI speaks to the customer satisfaction in terms of service delivery. The results revealed that the QA practice has not revealed pleasing results when it comes to meeting their customer expectation.

Perceptions are below:

*“As much as the QA have good intentions but one is still not pleased with the deadlines that we need to meet as we are sometimes not able to, Submission of reports is not the only work we do” (Rep , female , 37years old).*

*Interestingly on the other side the personnel have a different view of how their customers embrace the TQM practice.*

*“Assistance is always made available to stakeholders (Reps) to be able to perform their roles better but not all of them are happy with process followed and the timelines”*

*(Manager, female, 47 years old).*

Lack of continuous TQM training and development. This is another sub theme that was revealed as one of the barriers in the TQM implementation.

Participants revealed there is a section from Mile that does the training especially on hard skills which prepares one for the current position they are in. However there are still employees who lack certain skills in their areas of functioning. Therefore, a lack of continuous training and development for advance knowledge on TQM practices is still a challenge for both management and s staff. Considering the fact that most management self-trained themselves when the QM practice was introduced in this municipality, ongoing training is required to upskill them with more tools of managing QM process.

The results further revealed the level of knowledge by the customers (stakeholders) is one of the challenges as it affect the success of TQM implementation .It was shown from the results that the knowledge that some of the stakeholders have does have a negative impact the

municipality's performance. The challenges mentioned by both the management and the personnel indicated that there is still a gap in the level of knowledge that their stakeholders have when it comes to Quality management practice in the municipality. Stakeholders (Project Managers or Reps) play a major role in ensuring that the knowledge imparted in them is of good quality as it speaks to service delivery. There was an indication by Project Managers that roles and responsibilities of stakeholders themselves are at times not clearly defined which they say it creating confusion to the mandate. It is then revealed that some Project Managers are not confident about their TQM knowledge in this municipality.

*“As much as the PME Officers know the work, but some of them are not as informed as others and that confuses them on what should be or shouldn't be submitted” (Rep, 10 years' experience, male).*

Some of the participants in the management role revealed that there was no formal training at the time of implementation but on- the - job training enabled them to work even though it wasn't easy. Therefore, these responses indicate that at the time of implementation, there was limited training provided but with time the training was then extended for further development.

Lack of full Teamwork (non-compliance): Another subtheme that was revealed as one of the barriers in the TQM implementation. Non-compliance in terms is one of the sore challenges experienced by the personnel. Results indicate that the non-submission or late submission of reports is one of the biggest challenges in the municipality. One of the reasons they do not get compliance from the stakeholders it is because of the attitude they have towards the process as well as the level in which the personnel are at. Some of the stakeholders prefer to deal with Management. Personnel feel that there is no proper teamwork at times between them and the stakeholders, the relationship still need to be strengthened for better cooperation. As a result this causes unhappiness to employees as it has an impact in their performance. Team is one of the important components of TQM Principles hence essential to have in the organization.

*“It is really a mission at times to get all the information to be submitted on time, there is no proper compliance most of the time we request intervention from the Management” (PME, 28 years old, female).*

*“Some of them prefer to liaise with Management instead of officers due to the attitude they have towards process or our level of positions in the organization” (PME Officer, male, 35 years of experience).*

*“Even though getting all the reports and information required is a challenge due to late submissions. However, when all the information required is received and in good orders it then impact positively on the performance. There are some of them who meet the deadlines; hence the QA process does give a positive impact which is part of being compliant with Legislative during that financial year, as well as for a service delivery to the community” ( Manager , female 36 years old ).*

*“We even know which stakeholders are easy to work with due to their attitude towards the QA process and that determines how they perform, so it is a good tool that assists them to comply with legislation “(PME Officer, male, 39 years old).*

With regard to the challenges during the application of QM Practice relevant to each category, both management and officers had common responses that indicated that late submissions of status reports by plan representatives are the main challenge they are facing which negatively impact the purpose of doing the QA.

*“The main reason for conducting QA is to ensure compliance within PME requirement and to ensure that the highest quality information is This is not happening and this create a problem ” (Manager ,38 years old , female).*

*“There is not enough time for them to upload and when they do it gives them many problems “.According to one respondent from stakeholder he revealed that “The deadline is also an issue, their deadline and the municipality deadline are not aligned since they have other responsibilities to do besides these reports” (Rep, male, 34 years old).*

The results further revealed that about thirty percent of participants view the lack of Benchmarking as a barrier that limits their growth besides the municipality. Ten percent of personnel expressed concern with respect to continuous improvement in terms of growth; results showed the belief that benchmarking could enhance job satisfaction. Their common understanding is that Benchmarking is the practice that will enhance the performance of the municipality yet not happening, there is no broad benchmarking of comparing their municipality’s methods to the best ways of achieving a given performance target in it. Employees view benchmarking as a method that will force the municipality to re-evaluate its processes and take the necessary means to better train them to catch up with the organization’s best practices. This would also effect on their TQM knowledge.

In addition, it was also revealed by the personnel that even though they feel that the municipality is performing better it is not enough, benchmarking with other performing municipality's nationally will afford them an opportunity to learn more.

*“This municipality can effectively benchmark with other municipalities that are out of their region to identify negative gaps, as most of the municipalities centrally perform below this municipality” (PME Officer ,5 yearsof experience , 32 years )..*

*“This municipality is doing well but it is only as good as it is competing with those that are not applying the QM process correctly. Therefore, there is a room for improvement, like proper benchmarking out of their province with action plan” (PME Officer, female, 28 years old).*

#### **4.4 CHAPTER SUMMARY**

A summary of the research results was presented in this chapter. These participants are all directly involved in the running of the Quality Management System within eThekweni Municipality. The study included an analysis of the demographic information of the employees interviewed as well as a detailed analysis of employee responses to the interview questions in order to gain insight onto QM practice and its effectiveness on performance of EThekweni Municipality.

The main objective of this chapter was to present the findings on the QM practice at eThekweni Municipality for performance enhancement. The views, opinions and perceptions of the respondents gathered in this chapter are significant and will be considered during the development of the model in the next chapter. Thematic analysis process was used to present data and the research findings are revealed below. Discussion of the results and recommendations are discussed in the forthcoming chapter.

## CHAPTER FIVE: DATA ANALYSIS AND DISCUSSION

### 5.1 INTRODUCTION

Discussion and Analysis of the research findings obtained from the study are discussed in this chapter. The primary objective of this study is to explore the effect of quality management practice on the performance of eThekwini Municipality. The aim of this chapter in this study is to note and make recommendations with regards to the implementation of TQM that will drive the municipality to an improved performance and better service delivery as well as promote a culture of high performance. In addition, the study intends to suggest initiatives and changes that should be In order to achieve the stated purpose, the discussion of the results of the study will address this general purpose and the following objectives below.

- Objective 1: To establish an understanding of the concept of quality management practice for performance enhancement within eThekwini Municipality;
- Objective 2: To identify the barriers facing the application of quality management practices.
- Objective 3: To establish the impact of the current TQM practice on eThekwini Municipality's performance; and
- Objective 4: To explore interventions to improve on the monitoring and evaluation of quality management practices at the municipality.

### 5.2 UNDERSTANDING OF TQM CONCEPT

**Objective 1: To establish an understanding of the concepts of quality management practice for performance enhancement within eThekwini Municipality**

The researcher has considered the different opinions of different authors in the literature review in order to ensure that the objective of this study has been achieved. The purpose of the first objective was to provide an understanding of concepts of quality management practice. The first purpose of this objective was to provide an understanding of the concepts of quality management practice for performance enhancement within the municipality in doing so, an analysis of contribution by the quality management experts, such as Deming and Crosby in developing TQM theory was discussed.

This analysis was crucial to happen. As it gave an overview and led a base on how organizations achieve or can achieve quality excellence. In doing do, it was revealed that they

all have different opinions in respect to TQM, hence their arguments differ from one another. In the TQM context, different theories serve as a guideline for TQM implementation for different municipalities or any organization that strive for success.

About ninety percent of interviewees indicated that they do understand the concepts of quality management practice within eThekweni Municipality. It shows that the leaders have articulated well the TQM concept through the Legislative requirement and these are known by a majority of employees hence there is a common factor in the terms they use when defining what the TQM concept means for them in the municipality. There is a sound understanding that TQM is done as a conformance to the requirement as per the Legislative. Hence the majority define it as an approach by the management for compliance purposes. The findings further showed that the process focus was also indicated when defining the TQM as the management of process since the understanding TQM is about the management of processes that the management have put in place that the municipality uses to pursue high levels of quality and operational performance.

But, as much as there were few participants who indicated the customer satisfaction as what defines the TQM within the municipality it is concerning to have few only indicating TQM as a tool for the purpose of customer satisfaction which is the key component as well especially employees at the higher management levels. These employees are expected to drive performance within their department. Given the fact that the overwhelming majority of the respondents believed that the QA process is an approach by the management in ensuring that municipality is compliant to the requirement of the Government is excellent. The level of commitment and support that management takes in implementing a total quality environment is critical to the success of TQM implementation (Deming, 2012). Deming's theory is grounded on the theory that emphasizes the importance of Management in the role of Quality Management. Deming firmly believe that continuous quality improvement opportunities call for the management actions; very the operational level can do few actions (2012, 96).

Information that emerged from the Quality Management theory and Quality Improvement theory undertaken contributed to the increase of understanding of Quality theories and how they can be implemented to achieve their goal. This understanding should assist in transforming the organization to perform in a manner that is more efficient and effective at achieving the purpose of transforming and improving the practice of quality management. Furthermore, Quality Improvement theory is crucial to the study in terms of addressing

compliance since Quality means conformance to requirements, he believes that once the requirements are made known and defined clearly to all, only then that quality can be measured on whether or not the requirements were met (Evans and Lindsay, 2012).

TQM theories were discussed in the study in order to give a foundation in order to establish if these theories provide support and guideline that can be used to organisational performance.

### **5.3 BARRIERS OF TQM IMPLEMENTATION**

**Objective 2: To identify barriers facing the application of the quality management practices.**

The purpose of this objective is to provide the findings on the barriers that hamper the implementation of TQM. These questions were asked in order to ascertain whether there are gaps in the QA practice and its related processes. Further to that it also provides an understanding of the extent to which QM application is negatively impacted. The results during the interviews revealed that the obstacles which affect the municipality in achieving a high level of TQM implementation in the Municipality were: lack of resources, lack of TQM continuous training programs relating to the quality and development weakness focus on process management. These barriers were coded as the major barriers preventing TQM implementation in the study. The interview results also revealed that the lowest score for the barriers which prevented TQM implementation in the Municipality, employee satisfaction and culture change.

#### Limited resources

The main barrier that almost all the participants mentioned including the management was lack of resources, the majority of participants had serious issues with the number of vacancies not filled which result in to pressure due to less time allocated to work properly . As indicated in the presentation of findings. The allocation of resources is one of the primary roles of management, during planning stage before the implementation of any practice for long- term success. Lack of resources is a sign of poor planning because the ability to distribute resources according is a sign of proper operational management.

This is witnessed by contribution made by Deming called PDCA cycle, which guides continuous improvement where planning is the first step towards achieving desired goals. Management are to ensure that the employees are provided with the right tools to be able to meet the target, support them during the training and after the training. (Deming, 2012).

According to Sebastianelli and Tamimi (2013, 78), a lack of resources is a sign of poor planning. Before the implementation of any process in the business, it is essential that the resources are well planned for so that the operations are not negatively affected by it.

What emerged from this section is that resource allocation is one of the importance assets in ensuring smooth process of functioning. A lack of resource is usually caused by delay, in filling vacant positions and relying on utilizing the capacity that is not employed for that role. High rate of unfilled vacancies has a negative impact on customer satisfaction.

#### Poor Customer satisfaction

Lack of customer satisfaction has an impact on the performance of the organization. It is essential for an organization to address issues related to the need of the customers (Crosby, 2011). In addition, customer satisfaction is considered to be one of the essential components in TQM success. Different studies have revealed that that lack of management commitment to customer satisfaction is another obstacle that lead to the failure of the implementation of TQM in an organisation ( Evans and Dean, 2012).As mentioned in chapter four, some of definitions of total quality concept provided by participants were about meeting or exceeding the customer's expectations and emphasising the idea that customers and customer satisfaction is one of the most important features of TQM (( Evans and Dean, 2012).

According to Goetsch and Davis (2010, 101), it is important to keep in touch with customers in order to be able to be informed about their needs and requirements timeously.

It is concerning that customer satisfaction is revealed as one of the challenges indicated during the interview process (Evans and Dean, 2012).It is important to have employees that have been with the organization for many years because they usually have a better understanding of their customers' expectations when giving them service especially in the service sector , hence the years of service was important to establish in the study as at times years of service serve as a determining factor because with years of service, the practice improves along with the experience and knowledge.

#### Lack of continuous TQM training and training

The other factor that impact on the performance of the employees as revealed by the participants is the frustration related to lack of continuous training and development on TQM. The importance of continuous training for stakeholders ( internally and externally) is

witnessed by one of Deming's 14 points, training is important as it gives an opportunity to transform quality ideas and application within the organization because if this not looked in to there will be a crisis in the formal quality program (Christopher, 2016).

When employees are under pressure due to the vacancy list, it results in fewer opportunities of attending trainings to advance their skills. Most of the time is spent working since there is not enough capacity to carry on with the work .The high number of vacancy is one of the reasons why the continuous training is not being so effective. Oschoman (2014, 129) believes that, equipping employees and external stakeholders with proper skills and knowledge through continuous training and development is essential for an organization in the area of employee empowerment. As a vital element to successful TQM implementation, it is important that continuous training and development be available in the organization for skill development.

“Employee empowerment encourages the need to involve all employees in decision-making and problem-solving at all levels so that they can gain full potential ; job satisfaction and be of better value in order to improve service quality levels” (Geralis & Terziovsk 2013,46). Deming's (2012 55) sixth principle emphasises that for continuous improvement the in-service training is essential in an institution without continuous training employees get stagnant and not empowered. Boer and Gertsen (2013 ,369), find that continuous improvement is simply about making sure that all members of the organization participate in enhancing the organization's performance by continuously applying changes now and then in their work processes over a period of time whenever the need arises. The results disclosed the important point that the there is a possibility that the implementation of TQM was undertaken could be undertaken too hastily, since ,management had to self-train themselves without any formal training to prepare them for proper planning and preparation.

#### Lack of use of Benchmarking

The interview results revealed that there were low levels of benchmarking for performance operations hence being one of the elements revealed this as a barrier for the individual and organizational growth even though it was not discussed at length in the literature. The interview results revealed that there were low levels of benchmarking for performance operations .Few participants indicated that the municipality will improve better if there were embarking on benchmarking in order to learn new opportunities.

It was indicated that this municipality is one of the improving municipalities in KZN but according to the few participants this is not enough. The interviews with the participants confirmed this impression; indeed most of the interview respondents did not refer to the use of benchmarking as a tool for comparing their municipality with other municipalities to improve services or management processes; although one of the managers mentioned that this municipality uses benchmarking to compare the performance of the municipalities but not in the area of TQM though. In this context one manager perception was:

The findings also revealed that the lowest score for the barriers which prevented TQM implementation is the employee satisfaction. Even though the employee satisfaction was revealed as the lowest during the interviews but it is one of the most powerful assets in the TQM implementation. Frustrations caused by the processes put in place, lack of updated knowledge and issues of capacity could result in to demotivation of employees.

As much as there were few participants who mentioned lack of benchmarking as a barrier but these results did not show that most participants do consider benchmarking as one of the critical element of TQM implementation. Nevertheless, according to Oakland (2015 ,115), benchmarking is considered as a tool used to improve services, products or management processes by re-evaluating the companies practice against other companies by analysing their best practices that lead to greater performance and competitive advantage and continuous implementation of change. Finally, benchmarking aims to promote TQM implementation and maintain continuous improvement across all organisational activities (Yasin and Alavi, 2012).

#### Negative attitude towards QA process

The results indicated the non-compliance or late submission of report required by representatives as a challenge. The issue of negative attitude by other stakeholders was raised by the majority of PME officers interviewed as it impact in their operations .The results further revealed that the issue of non-compliance is caused by different reasons including process negligence, lack of proper understanding which results in to resistance, other duties that are seen as more important than reports and plans submissions yet Quality Assurance is designed to assist to improve the Organization's activity and ensure compliance within PME requirements

As indicated in Chapter 2, the concept of Quality in the service industry is a concern and requires ongoing attention. Thus, most local governments have been implementing quality models even though some lack signs on their effectiveness due to different obstacles, such as non-compliance. It is therefore crucial to establish the root cause of this barrier that hinders the success of QM Practice, since Quality Assurance is one of the tools that play a vital role in ensuring compliance with performance monitoring and evaluation requirements. The other obstacle linked to non-compliance by participants is the challenge in achieving targets owing to delays in receiving organisational scorecards and due to late submission of status reported by plan representatives.

As a result, this causes delays in receiving IPPs due to late submissions of the IPPs to the PME office by the incumbents. When the reports are submitted late it poses the risk as the target is not achieved. Late submissions play a central role in ensuring that the QA process is efficiently run. Submissions of reports are vital in the QA Framework. When reports are submitted late; it results in Post-QA which is a risk to the stakeholders that need to receive the Annual report. The non-compliance of reports results amount to non-compliance with Legislative. On-compliance to requirement as per Crosby's theory is simply defined as conformity to requirements. Crosby in his quality management theory, empathises on management and organizational processes for changing of culture and attitudes than on the statistical use (Evans and Dean, 2012).

It is the responsibility of management to increase quality awareness and personal commitment through training and education and to change the thinking and attitude of customers and employees towards quality. (Crosby, 2011). Crosby (2011) further continues to acknowledge that another component that is crucial to any quality improvement strategy is cultural change. Thus for any organization that thrive for successful change in the organization, organisational culture is the way to go. The success of TQM implementation does depend on organisational culture to a certain extent (Noronha, 2013; Cameron and Quinn 2016). Therefore, it seems likely that the best TQM results can be achieved better when it created and supported by the top management and employees through teamwork and customer focus (Crosby (2011).

Therefore promoting the importance of cultural aspects of TQM will encourage through open communication which is imperative for TQM's success. This practice will strengthen teamwork between management, customers and employees.

## 5.4 THE IMPACT OF TQM

### **Objective 3: To establish the impact of current TQM practice on Organizational Performance.**

The third objective of the study was about the effect that the current TQM practice has on the performance of the municipality. The purpose of this objective is to establish the effect of Total Quality Management in the performance of the Municipality. It was essential to ask this question in order to investigate whether the QA process produce good results. The findings indicated that the implementation of total quality management has shown a good impact in the management of quality at most useful areas of operation without huge gaps like before.

The majority of the participants view TQM implementation as the valuable practice in improving the performance of the municipality and reducing defects. The previous study by (Jagadeesh, 2014, 97) showed that the implementation of TQM have a significant impact on the effectiveness of the organisation in terms of operations, process management, and achievements of organizational goals. The findings further indicated that the benefits of TQM implementation was to see their stakeholders cooperating better than before and started to improve in their service delivery mandate.

This is once again in line with the literature where for an organization to be efficient and effective it requires all levels in every operational level to participate in order to avoid mistakes that will affect operational process in the organization (Samson & Terziovski 2013).

Even though the findings reveal that the implementation of TQM has positive results in terms of operations and how stakeholders cooperate, it is a concern that the stakeholders are still showing signs of dissatisfaction. There is a possibility that the cooperation is a matter of complying more than better understanding. The results indicate that QA process is a good tool, there is however a gap shown in their responses especially when it comes to deadlines.

It is then a concern that how the management view the level of satisfaction of their customers it is different from what the results indicate. When it comes to customer satisfaction, Crosby's Quality Improvement Theory is grounded on the principle that Customers are the pillars of the organisation and that giving the customers the attention is the main important characteristic of successful TQM implementation (Crosby, 2012).

The findings are in line with Peters (2015 ,96) who argued on the Total Quality Management through customer satisfaction perspective by indicating that for the organisations to be well equipped on meeting customer needs it is important to have a relationship to surely know exactly how to meet their requirements.

The study further established that TQM implementation resulted in to TQM awareness. The findings indicate that the opinion of participants in this regard are that TQM implementation resulted in to the competency of the staff , the QA process has enabled the employees to be more equipped and informed about the Total Quality Management and their role in relation to it . It is pleasing that the TQM allowed the staff the opportunity of learning and development. In addition, half the participants of Management (5 / 10) mentioned that it is not only the employees that had an opportunity to learn but the stakeholders themselves; some of them show interest hence they are able to learn. On the training principle , Deming's Management theory is of the view that it is the role of Management to upskill and empower employees by involving them into decision-making process which enables them the opportunity for consistent improvement which is one of the of goals TQM implementation.

The findings are in agreement with Jackson's (2015, 115) view that, the involvement of both internal and external customers allows for consistent improvement in the decision making process which is vital for TQM implementation success (Jackson, 2015).

The findings from the interviews revealed that the TQM implementation in the municipality has impacted the organization in the area of effective running of operations, management commitment and employee empowerment. However it would have been good to see the Process management as part of improvements from TQM. The customer satisfaction was mostly mentioned by the Management but less mentioned by the stakeholders themselves, very few stakeholders indicated that, which a concern is.

**Objective 4: •To explore interventions to improve the application of quality management practice for performance improvement at the municipality.**

Even though it has been revealed that the current quality management system in the municipality still has areas of improvement for it to be in line with the best practices and to be compliant as per the legislation regulating performance in local government, the proposed recommendations will be discussed in the next chapter.

## **5.5 CHAPTER SUMMARY**

In this chapter the researcher has presented the analysis of the data gathered during the qualitative interview process which connects the findings to the literature of TQM, and the theories. The findings revealed by the first objective indicated that there is a good level of understanding of TQM concept in the municipality by the participants

It is evident that this level of understanding was mainly due to Management Leadership commitment, customer focus and focus on continuous process improvement. The second objective shows that operational effectiveness, employee empowerment and leadership and management commitment had a positive effect on TQM implementation at eThekweni Municipality. Lastly, the third objective aimed to identify the barriers that affect the level of TQM implementation at eThekweni Municipality. The findings from the interviews regarding barriers were found to be mostly linked to high vacancy rate, lack of customer focus and lack of continuous TQM training programs. Research conclusions, recommendations, limitations and future research avenues will be discussed in detail in the next chapter.

## **CHAPTER 6: GENERAL CONCLUSION AND RECOMMENDATIONS**

### **6.1 INTRODUCTION**

This chapter presents the summary of the main findings of the study based on the research objectives. This chapter also makes recommendations to improve the implementation of TQM at eThekweni Municipality, and covers suggestions for further research.

Semi-structured interviews with open-ended questions were conducted to allow for interaction between the researcher and the participants, as well as to allow for follow up questions to give the researcher more clarity on the subject. All the participants were given informed consent forms to sign after the researcher explained everything about the study. Thematic analysis was used to analyse the data by themes after the transcriptions were done. The themes were used to present results for discussion and to make conclusions and recommendations.

### **6.2 SUMMARY OF CHAPTERS**

The purpose of the study was to explore the effect of extent to total quality management practice on the performance of eThekweni Municipality. To achieve the stated purpose, the research objectives were provided to guide the study. Each chapter carried a specific theme that was to be realized at its end. In order to achieve the objectives of this study, the researcher developed the following chapters with the structure outlined as follows. The study was presented in 6 chapters which are described in the following summaries:

**Chapter 1** served as the introduction of the study. It determined the problem statement of the study, anticipated the research questions, and highlighted the research objectives and the demarcation of the study. It then incorporated the significance of the study and it developed as well as described the research methodology of this study. Aspects of the literature review, ethical perspectives and considerations and leading theoretical arguments were explained, as was the provisional layout of the study chapters.

**Chapter 2** of the study reviewed literature which the researcher deemed relevant to the study. Various sources were explored, their relevance and applicability to the study's problem statement tested. The literature reviewed provided a broad perspective and the knowledge that has been developed in the field being studied. The basis of that chapter was to assist in identifying possible lessons that can be drawn from the experiences in other theorists and countries that can be used as benchmarks for the local municipal experiences.

After the literature established the theoretical framework, the research methodology used in this study was described in **Chapter 3** used in attempting to answer the research questions as stated in chapter one. The research design was described followed by the description of the study area, research population, sampling size and procedure, data collection methods, data analysis methods, Rigour and Trustworthiness and the ethical considerations. This Chapter was important because it assisted the researcher to choose the best suitable method in carrying out the research study.

It is therefore important to note that if unsuitable research method is used the research could be rendered useless. The researcher chose qualitative method and has used interviews as a data collection method. The study area was municipality at EThekwini Municipality under PME Unit and the research population being the Management, Personnel and the Project Managers who were interviewed.

**Chapter 4:** In this Chapter consideration was given to the presentation of data. The data collected included an analysis of the demographic information of employees interviewed; a detailed analysis of employee responses to the interview questions asked in order to gain insight on the QM practice and its effectiveness on the performance of EThekwini Municipality. The main objective of this chapter was to conduct an investigation and present the findings on the QM practice at eThekwini Municipality for performance enhancement. The views, opinions and perceptions of the respondents gathered in this chapter are significant and will be considered during the development of the model in the next chapter. The data was presented using thematic analysis, and findings were presented in themes and sub-themes.

**Chapter 5:** This chapter was about the interpretation and analysis of data. The data that was collected presented through the thematic analysis and through the use of charts and tables in accordance with the analytical approach used. Data was analysed according to the objectives of the study.

**Chapter six:** The chapter provided summary, conclusion and recommendation. This chapter also suggests ways in which the performance management system can be improved through practice. Therefore, conclusion and recommendations of this study are as follows:

### **6.3 SUMMARY OF FINDINGS**

The intention of the study was to explore the existing Quality Management system as a tool to enhance performance at EThekwini Municipality. In addition, this research evaluates the impact of current QM practice on organization wide performance. In order to achieve this, three objectives were formulated:

This first objective of this study was to provide an understanding of the concept of quality management practice for performance enhancement within eThekwini Municipality. To achieve this, a main theme was identified with three subthemes that emerged to further clarify the findings. In the field of total quality management, confusion arose worldwide with the scope of TQM concept and the effects of TQM implementation. The aim of this objective was to provide a combined understanding of TQM. To obtain this, it was important to thoroughly review different literature to obtain different views of authors about quality and the meaning of TQM. In this study literature, it became clear that there is no single definition of TQM. TQM is defined, interpreted, and understood in numerous ways.

While TQM is implemented in many organisations, there is a little common understanding of what TQM really means and does for the organisation. According to Walton (2013), quality is one of the important and complex components of a business strategy and an element of production or services that keep customers satisfied. In the opinion of Peter (2015: 90) quality is determinant by the customer, the author view quality as a magic bullet that provides reduced costs, improved customer services and leads to higher margins. On the other hand, Walton (2013: 152), Metri (2016: 90) and (Crosby 2011: 52) share the same views that quality reduces cost, improve customer satisfaction, and leads to profit improvement.

Moreover, to achieve the first objective Deming's and Crosby's theories were utilised. Deming management theory is focused is on the Management as the key component of TQM success, on the other side Crosby believes that Quality is about conformance to requirement. Both Deming and Crosby believe on building an organisational system that emphasises cooperation and leaning for facilitating the implementation of management practices that leads to continuous improvement of processes, products and services which are important for customer satisfaction and organisation's survival.

To summarise the definition of TQM, the following TQM definition was developed for this dissertation, which state that TQM is a management approach that focuses on continuous improvement of services and processes with a purpose of meeting or exceeding the internal and external customer's needs. The definition involved the three basic principles of TQM in the Municipality, Management and Leadership, customer focus and process management. Continuous improvement means to constant examination of technical and administrative processes in search for better methods. Teaming with the suppliers and the customers provides benefits in terms of loyalty and synergy.

The study has revealed that, the majority of participants shared a mutual understanding of what Quality Management is; there is a sound knowledge of what TQM Concept is in the Municipality. There is a high level of TQM concept understanding shared by the participants. Therefore, the level understanding of TQM implementation and application within the organisation was known by all interviewed. Black & Porter (2012, 96) encourages the implementation of TQM and further states that it reduces scraps and rework therefore, cut the costs within the organisation and improves customer satisfaction.

The second objective was to identify the barriers facing the application of the quality management practices. To achieve this objective, results from the interviews indicated three subthemes from Quality Improves main theme .This is one of the essential objectives to identify in order for the researcher to better recommend what can be done to address the challenges facing the implementation of TQM in the Municipality. Successful TQM implementation requires a thorough understanding of critical success factors, the barriers to achieving these factors, and managerial tools and techniques to overcome these barriers (Mellahi and Eyuboglu, 2001; Moghaddam and Moballeghi, 2008).

Despite the great benefits to be gained from the implementation of TQM, several organisations that have faced difficulties in the implementation of TQM and that have not achieved the expected outcomes (Ngai and Cheng, 1997; Salegna and Fazel, 2000). Many studies have investigated the barriers that may effect, or lead to the failure of the implementation of TQM in organisations. This failure may not be due to weaknesses in the TQM concepts itself, but may rather be due to a failure in paying sufficient attention to certain particular variables to an organisation that could influence the implementation of TQM. The following is a summary of the results of the evaluation of TQM barriers. The three most important barriers identified in this study were:

- Lack of Resources

It is the Management responsibility to ensure that there is enough capacity to perform the work in order to avoid employees being overworked. This study revealed that there is a high vacancy rate in this QA department; the municipality has a shortage of PME Officers to perform the QA function. The management rely on other employees that are not employed as PME Officers to assist. Lack of capacity is a sign that the Management is struggling in a certain area of operations which is a challenge in the success of QM practice application.

- Lack of focus on customer and satisfaction

This study revealed that customer focus and satisfaction was the most important factor in the municipality, having TQM defined with the purpose of meeting customer's needs. The summary of the findings related to TQM implementation in terms of customer focus and satisfaction indicated a low level of customer focus and satisfaction in the municipality which is witnessed by the level of compliance by their stakeholders. The municipality appear to devote little attention to customers and their satisfaction but big on ensuring that the processes put in place are to be adhered to by stakeholders as a conformance to the requirement as per the Legislative.

- Lack of TQM continuous training and development

This study revealed that poor TQM awareness by the stakeholders was a factor hindering; there is a big gap in the level of TQM knowledge and its importance between employees and stakeholders which create problems to a high degree those results in to late submission or deadlines not met at all. This can be seen as an indication of a lack of continuous training and development which is negligence from the management. The results also indicated that TQM training methods were not well enough workshopped to create a better awareness in order to cover the TQM implementation process; hence customers feel that the training needs were also not well defined. Moreover, the interviews also revealed that there were other few barriers which affected the implementation of TQM in the municipality mentioned by few participants, most importantly.

The last objective was to establish the impact of the current practice of total quality management on eThekwini Municipality's performance. To achieve this objective, a main theme was identified with subthemes that developed to give further explanation of the findings. It is very important to establish if the current TQM practice does have a positive

impact in the performance of the organization and the individuals. Below is the summary of the results of the TQM outcomes from interview process.

□ Operational Effectiveness

The study has revealed that ever since the municipality employed TQM implementation it has achieved operation effectiveness. The majority of the participants are on the view that since TQM implementation was introduced the effectiveness of operation has increased in the municipality. This is in line with the statement of Yang, 2014 that the implementation of TQM results to operation effectiveness. The participant believes that through TQM implementation there has been a reduction of reworks and saving cost are some of the components that the municipality has improved on. This is an indication that reflects a relationship between the TQM implementation and the performance of the municipality.

□ Employee Empowerment

The study has revealed that TQM allowed the staff the opportunity of learning and development as it enables the opportunity for constant progress which is what TQM implementation intend to achieve. In as much as employees indicated the empowerment, the results still reveal the dissatisfaction of employees due to being overworked. Hence the findings show that not every employee is happy about the implementation of TQM, most of the employees were satisfactory even though they appreciate the knowledge gained from TQM implementation. Therefore, the company is still lacking in making every employee happy within the organisation and these can affect the operation of the organisation.

□ Leadership and Management Commitment

The study reveals that the commitment and the support from Management is felt by most of the employees. It is crucial for the Management to show guidance and support to the employees through leading by example. The majority of the participants indicated that they do feel the support from their management, even though the level of support differs per management. Management commitment and leadership are considered as an important factor that is proved to be to be crucial for TQM implementation by (Soltani et al., 2016). This is in line with the theoretical essence of Deming that that the commitment and support in management plays a big part in the success of applying QM effectively.

#### **6.4 PRACTICAL RECOMMENDATIONS FOR ETHEKWINI MUNICIPALITY**

Based upon the conclusions, a set of practical recommendations, which might be of use in raising the level implementation of TQM by Libyan banks, is provided. The following are the main recommendations. The input received from the participants in this study highlighted several areas of concern in the effectiveness of Total Quality Management practice at eThekwini Municipality. These were described in detail in Chapter 4 and analysed in Chapter 5 above. These concerns fall into five broad categories:

- Focus on customer satisfaction and customer expectations
- Proper Consideration of TQM awareness and training need
- Adequate Resources' allocation
- Compliance with regulations
- Benchmarking

Based upon the conclusions, a set of practical recommendations which might be of use in raising the level implementation of TQM by eThekwini Municipality will now be presented. These recommendations are made as suggestions on how to make sure that the Total Quality Management practice at eThekwini Municipality is more effective in ensuring effective service delivery.

##### **1. Focus on customer satisfaction and customer expectations**

A focus on customer satisfaction is a vital factor in TQM implementation; thus, the municipality require a better understanding of their customers 'needs and expectations. They also should pay sufficient attention to how to satisfy these customers. Paying attention to the customer needs will keeps the municipality aware of the changes taking place in its environment and provides the knowledge needed to adapt the service, hence ,it is recommended that the municipality should continue to look at the ways to increase its stakeholder's empowerment and participation. Continuous improvement is an important factor in TQM. The municipality should give this more attention in regards to the value of its implementation. Customer satisfaction will results in to better compliance in terms of meeting deadlines and cooperation.

2. Proper consideration of training programs relating to the quality management.

eThekwini Municipality Management should determine the training needs of their employees and stakeholders systematically, and put more emphasis on training in TQM at all levels, which will lead to continuous improvement in their processes. Equipping the employees with skills and knowledge through training will enhance capacity development, which will enable them to implement Quality assurance practice by managing the performance of their units and for delivering services efficiently and effectively. The researcher therefore recommends that proper consideration of training need to take place through a skills audit to avoid confusion when it is the reporting period.

Stakeholders must not attend training for the sake of attending but they must attend when training is necessary so that they can perform. Training must be conducted such that employees are well equipped to deal with difficult stakeholders. Soft skills training in empowering and developing employees are crucial for them to be more engaged and confident in what they doing. It is the role of Management to give support to staff when dealing with difficult stakeholders. However training is essential in developing a skill of dealing with those matters on their own.

In addition, there is a need for municipalities to audit the Workplace Skills Plan of each Rep so that they can receive proper training, which will in return improve service delivery to communities. It is further recommended that the municipality provides adequate training to everyone so that not only certain people who understand TQM but the whole organisation. This will help them to equally grow and improved quality services and customer satisfaction.

3. Adequate resources must be provided by the municipality

The role of senior management in any institution is important as far as fulfilling its mandate goes. In order to ensure that the TQM practice works more effectively at eThekwini Municipality, it is essential that vacant positions are permanently filled. Therefore this municipality must be provided with the necessary resources to continue co-ordinating the provision of services. The researcher recommends that additional skilled qualified and competent PME Officers be appointed where posts have been vacant to speed up the process of staff retention and service delivery.

The research findings revealed that due to lack of capacity the function is sometimes performed by personnel not hired for the position. The researcher recommends filling as this is a risk to the organization because it is work overload, the municipality cannot really hold someone accountable because he or she is not appointed for that function, this could result in to an employee relations and a union issue. Therefore an open, flexible and transparent and effective recruitment framework is also recommended. Adequate human resource capacity: This PME system utilisation model may not be utilised effectively without skilled personnel who effectively execute Quality assurance tasks for which they are responsible. Therefore, understanding the skills needed and capacity of people involved in the PME Unit system and addressing capacity gaps are essential for the utilisation model.

It is recommended that the eThekwini expand the field of Evaluation as most personnel are more informed about Monitoring than Evaluation. This part of the field is lacking. There should be more marketing of this career field in the skills development in order to close this gap, as most graduates understand monitoring more than evaluation.

#### 4. Compliance with regulations

A cultural and behavioural shift in the mind-set of everyone involved in Quality management effectively at eThekwini Municipality, especially stakeholders, is necessary if eThekwini Municipality want to successfully implement TQM with high levels of implementation. This practice will strengthen teamwork. it is also recommended that the management change the thinking and attitude of customers and employees towards quality by promoting the importance of cultural aspects of TQM will encourage through open communication which is imperative for TQM's success. This practice will strengthen teamwork between management, customers and employees and increase compliance to deadlines and negative attitude towards QA system.

#### 5. Benchmarking

eThekwini Municipality should develop methods of benchmarking, which are an important tool for the continuous improvement of quality, and increase training in the field of benchmarking to achieve business excellence.

## 6. TQM Rewards and Recognition

In eliminating resistance of cooperation and increasing compliance of report submissions, the government can play an important role in building a quality environment by emphasising the importance of quality for all municipalities in the country, and by establishing an annual award for TQM. This will create opportunities for continuous improvement, raise TQM awareness and remove the fear of change.

## 7. Quality Planning

Municipality management need to plan how to integrate the actions taken in their processes and evaluate effectiveness of these actions in order to ensure that systems are in place .By proper quality planning less waste and decrease in errors and defaults will be accomplished .Proper quality planning will results to improved quality assurance practice. Proper Planning is crucial in quality.\

## **6.5 AREAS FOR FUTURE RESEARCH**

The engagement of research at eThekweni Municipality, like any other research, has yielded the need to conduct future research, if not extend this study. Based on this, the researcher believes that several avenues of future research can be pursued to better describe the factors which affect the implementation of TQM.Future research could explore the following: Future research may employ different research methods to investigate more systematically and ascertain the causal relationships implicit assumed in this study.

Further research is needed to explore the role of top management in order to find out why there has been a lack of customer satisfaction for quality initiatives to be successful.

Further research is needed to explore the role of government in building quality initiatives and nationwide competitiveness.

## **6.6 LIMITATION OF THE STUDY**

Every study has its own limitations and it is important to consider these as they have the potential to impact on the conclusions that can be drawn. In this study, the following were found to be the constraint in the execution of the research; one of the major limitations of this study was the limitations of time represent constraints for most researchers and this study was no exception. The results presented are purely for EThekweni municipality and cannot be generalised to other municipalities but can only be used as a guideline.

## 6.7 CONCLUSION

The objectives of the study were to find out the effect of TQM practices in performance of eThekwini Municipality. The main purpose of the study was that TQM has a positive impact on organizational performance. The findings show that although some measures of organizational performance could be significantly impacted by TQM practices, all elements of TQM do not contribute to enhanced performance. The findings of the study reveal that QM application at eThekwini Municipality play a major role in enhancing performance, elements such as Management leadership, Employee empowerment, and to a lesser extent benchmarking. Customer focus does not appear to contribute to higher performance.

TQM recognizes that a perfectly produced good has little value if it is not what the customer wants. Overall, the findings clearly show that TQM can significantly improve the organizational performance of eThekwini Municipality. However the extent to which it makes an impact requires some attention, and that improvements are required. Even though the study revealed that the Management shows a good support and commitment but the implications for management are that reengineering is required in order to strengthen all areas that require improvement as identified. Specific gaps identified can be mitigated through various action plans e.g. Benchmarking, Continuous Training and Workshops, Customer satisfaction, adequate resources.

It is recommended that management proactively develop and implement measures to improve the level of compliance in the organization, the net impact of improvement to eThekwini Municipality would improve quality management, customer satisfaction and improvements in overall municipality performance.

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## **APPENDIX 3**

**UNIVERSITY OF KWAZULU-NATAL**

**GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

**M Com Research Project**

**Researcher: Lungi Mnyandu (0824152686)**

**Supervisor: Dr Vuyokazi Mtembu (031-260 8192)**

**Research Office: Mariette Snyman (031 260 8350)**

**Title of study: Exploring Quality Management as a tool for Organization Performance:  
A case study for eThekweni Municipality**

### **Interview Questions**

#### **(Management)**

- A. Section 1
  - 1. Name and Surname
  - 2. Age
  - 3. Years of Service
  - 4. Occupation
  - 5. Place of Work
  - 6. Department
- B. Section 2
  - 7. In your own words what is your understanding of the word quality management practice at EThekweni?
  - 8. What is the purpose of QM practice at EThekweni Municipality?
  - 9. Was there training for QM practice before implementation?
  - 10. In your opinion what is the attitude of the personnel and stakeholders towards QA Implementation at eThekweni Municipality?

11. Are there any challenges facing the application of that quality management practices that you are aware of?
12. In your understanding what are the problems that influence the level of compliance?
13. What impact does the QM practice here have on the organization and on stakeholder's performance?
14. In your opinion how is the commitment at a management level with regards to TQM practices at eThekweni Municipality?
15. Would you say there is a relationship between quality management elements and the performance of eThekweni Municipality?
16. What suggestions can you recommend as a solution to improve the TQM practice in this Municipality?
17. Is there anything else that you would like to add?

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### **Interview Questions**

**(PME Officers)**

**A. Section 1**

1. Name and Surname
2. Age
3. Years of Service
4. Occupation
5. Place of Work
6. Department

**B. Section 2**

7. Do you understand what is the QM practice here is at EThekweni?
8. Was there training for QM that took place before implementation?
9. Are there any challenges facing the application of the quality management practices here that you are aware of?

10. In your opinion what is the attitude of the personnel and stakeholders towards QA Implementation at eThekwini Municipality?
11. In your understanding what are the problems that has an effect on the level of compliance?
12. In your experience how is the management commitment to quality management practices at eThekwini Municipality?
13. Would you say there is a relationship between quality management elements and the performance of eThekwini Municipality at eThekwini?
14. What suggestions would you suggest in the practice as a solution to improve the QM practice here?
15. Is there anything that you would like to add?

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**Title of study: Exploring Quality Management as a tool for Organization Performance:  
A case study for eThekweni Municipality**

#### **Interview Questions**

**(Reps / Stakeholders)**

A. Section 1

1. Name and Surname
2. Age
3. Years of Service
4. Occupation
5. Place of Work
6. Department

B. Section 2

7. In your understanding do you know what the QM practice at EThekwini Municipality?
8. In your experience what are the challenges that you face as stakeholders in the application of QM practice?

9. In your opinion how is the management commitment to stakeholders to the QM practice?
10. In your experience has the QM implementation been a success in enhancing the service delivery and the service quality.
11. In your opinion would you say quality management does improve performance at eThekweni Municipality, why?
12. What intervention would you suggest as a solution to improve compliance?
13. Is there anything else that you would like to add?

