ANALYSIS OF CLIENT'S PERCEPTIONS OF SERVICE DELIVERY IN THE DEPARTMENT OF HOME AFFAIRS, WELKOM REGIONAL OFFICE, SOUTH AFRICA: A TQM PERSPECTIVE

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DECLARATION

I, Matjatji Elias Mbambo, identity number   and student number
          , do hereby declare that this research project submitted to the Central
University of Technology, Free State for the degree MAGISTER TECHNOLOGIAE:
Business Administration is my independent work; and complies with the Code of
Academic Integrity, as well as other relevant policies, procedures, rules and regulations
of the Central University of Technology, Free State; and has not been submitted before
to any institution by myself or any other person in fulfilment (or partial fulfilment) of the
requirements for the attainment of any qualification.

10th February 2019

Signature of Student   **Date**

i

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ABSTRACT

Every organisation must be sensitive to client perceptions about its service quality for its good. Given recent protests across the country about poor service quality, government departments in South Africa will do well to ensure that the services they provide meet the expectations of clients to arrest these protests that sometimes result in property destruction and fatalities.

At the same time, since a primary focus of total quality management (TQM like most Quality Management Systems (QMS) is to improve customer satisfaction by having a customer focus and consistently meeting customer expectations it, needs to be emphasised that government departments across South Africa need to ensure that their QMS conform to TQM. Literature indicates top management commitment, employee involvement, employee training, organisational culture as the key TQM dimensions.

This study utilised the quantitative approach by conducting a sample survey to investigated client perceptions of service quality in the Welkom regional office of The Home Affairs Department in South Africa along these dimensions of TQM. The key finding is that clients have positive perceptions about service quality dimensions tangibility, assurance, reliability and empathy but hold negative perception about responsiveness.

Among others Based on the findings, the following recommendations are made to based on the findings from the study. Firstly, to enhance service quality, the department needs to make TQM a priority. Also, the department should establish a dedicated research unit should with the key task being to continuously seek for clients' feedback on services provided by the department.

TABLE OF CONTENT

TABLE OF FIGURES

LIST OF TABLES

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

One of the most important industry quality management philosophies is Total Quality Management (TQM). TQM underpins this study as it relates to the service industry. The South African Department of Home Affairs (DHA) is responsible for the implementation and management of migration, civic services policies and legislation. These core businesses are interlinked. On the one hand, the implementation and management of migration policies, issuing and administration of visas, permits, refugees, deportation, and managing of ports of entry constitute key areas of DHA's activities. Civic services which include registration of births, marriages and deaths; and the issuing of identity documents, smart ID cards and passports, constitute the operational areas of DHA on the other hand (DHA strategic plan, 2015).

The 2008 annual report on "Evaluation of Service Delivery at the Department of Home Affairs: Visa Applications and Port Control" compiled by Sangweni (2008) indicates that many challenges confront the DHA. In the evaluation report, Sangweni (2008) alluded to prevailing negative public perceptions of the quality of DHA's services. In 2009, the notion of negative perceptions of poor-quality service delivery was also attested to by the former Minister in the Presidency, Collins Chabane, when he crafted a policy, "Improving Government Performance: Our Approach" (RSA, 2009). The then minister lamented that the quality and service standard in the DHA had not improved significantly, despite the ever-increasing budget for the department's operations. He also alluded to the pattern of poor-quality outcomes that still prevailed even though the government had incurred huge expenditure in the service delivery process of the department (RSA, 2009). The investigation by Davids, Lefko-Everett, and Williams, (2005) into the activities of DHA had earlier revealed administrative inefficiency and cumbersome and unwieldy service delivery processes. There is a widespread negative perception of poor quality service

1

delivery by foreign nationals who constitute a relatively high proportion of DHA's clients. Batley and Mcloughlin, (2010) highlighted customer complaints ranging from issues of inaccessibility, unresponsiveness to the needs of clients and generally poor quality of service delivery. Mutegi and Ombui (2016) concluded that government institutions such as DHA are bedevilled with poor quality performance. The author mentioned the lack of institutional capacity, financial mismanagement, high levels of corruption, and lack of public participation as factors militating against the quality performance of government departments, including the DHA. In an article in News24, Dikgosi (2013) argued that the public sarcastically referred to the DHA as "Department of Horrors because of the poor public experience in the department".

Service delivery challenges encountered in the DHA include identity theft, fraudulent acquisition of citizenship by illegal immigrants and the loss of enabling application documents either in transit or in the offices. Other challenges include missing documents, unrealistic turnaround times for services rendered, poor quality of enabling documents such as identity documents (green bar-coded IDs) and certificates, inaccurate statistics and systems that have not been inter-linked for decades.

To enhance customer satisfaction from the clients' perspective, a more effective quality management approach is required. According to Mkhuseli Apleni, the then Director-General of Home Affairs, the Moetapele Initiative launched at the Edenvale office aims at offering high-quality service to clients (DHA, 2015). The Moetapele Leadership, which derives from Sesotho, refers to "leadership initiative", which seeks to improve leadership performance. Moetapele strives to ensure a consistently high quality of customer experience at Home Affairs offices through the establishment of model offices. Similarly, the then Home Affairs Minister, Malusi Gigaba (DHA, 2015), launched the "Moetapele Leadership Initiative", intended to ensure that members of the public receive consistently high-quality service from Home Affairs officials (DHA, 2015). Despite the Moetapele

Leadership Initiative, public perception of the DHA remains largely negative (Sangweni, 2008).

Given the apparent negative public perceptions portrayed in respect to the DHA's service delivery above, this research proposes the TQM approach be adopted that to address the quality service delivery shortcomings of the department.

In brief, TQM which is defined by the American Society for Quality (2016:2), as "excellence in goods and services, especially to the degree that they conform to requirements and satisfy clients", emphasises proper coordination of work processes that enable continuous improvement which is essential in meeting or surpassing customer's expectations. For this reason, TQM may be considered an appropriate strategy for addressing service delivery challenges at DHA. TQM adoption at all facets of DHA has the potential of creating a system of quality services in the department.

1.2 PROBLEM STATEMENT

As a government institution, it is in the best interest of the country that the DHA seeks to be people-centred, professional, efficient, corruption-free, innovative, disciplined and security-conscious in the provision of both immigration and civic services to the populace. However, the DHA is faced with the problem of not delivering quality service, as alluded by the media (DHA, 2015).

The problem of poor quality service delivery by the DHA leads to complex and serious consequences such as identity theft and unrealistic turnaround times. Training and development needs are also often neglected by the operations managers and supervisors in the department due to work demands, a situation which further exacerbates the already

existing service delivery challenges (DHA, 2015). It is, however, important to note that problems which confront the DHA are experienced across organisations in the service industry. These problems manifest in such forms as lack of standards, low and poor-quality service delivery, instability in the services provided and customer dissatisfaction (Landrum & Prybutok, 2004). In light of the shortcomings of the DHA, this study is concerned with perceptions of quality service delivery and challenges within the context of TQM.

1.3 AIM OF STUDY

This study aims to contribute to the general improvement of service delivery quality while simultaneously addressing the challenges which beset the DHA in the Welkom Regional Office in particular and the Department of Home Affairs as a whole.

1.4 RESEARCH OBJECTIVES

1.4.1 Main objectives

The main objectives of this study are twofold: firstly, from a TQM perspective, to assess the status and clients' perception of service quality delivered by the DHA; and secondly, to evaluate the challenges that confront the regional office of the DHA located in Welkom.

1.4.2 Specific objectives

1. To determine employee perceptions of service quality delivered by the DHA, Welkom Regional Office.

2. To determine client perceptions of service quality delivered by the DHA, Welkom Regional Office.

3. To identify challenges in delivering quality service in the DHA, Welkom Regional Office.

4. To assess the impact of TQM practices on employee perception about service quality at DHA, Welkom Regional Office.

1.5 RESEARCH QUESTIONS

1.5.1 Main question

The main research questions of this study are: (i) What are the perceptions of employees and clients regarding the quality of service delivered by DHA Welkom Regional Office? (ii) what are the challenges that confront the DHA, Welkom Regional Office in delivering quality service to clients?

1.5.2 Specific research questions:

1. What are employee perceptions of quality of service delivered by the DHA, Welkom Regional Office?

2. What are client perceptions quality of service delivered by the DHA, Welkom Regional Office?

3. What are the challenges in delivering quality service in the DHA, Welkom Regional Office?

4. What impact do TQM practices have on employee perception about service quality in the DHA, Welkom Regional Office?

1.6 SIGNIFICANCE OF STUDY

Theoretical contribution: From a theoretical perspective, the findings of the study will be very meaningful to the DHA and also contribute to academia in the area of total quality management. This is because, total quality management has been well explored in the manufacturing industry more than the service industry and therefore through the use of DHA as a case study, the findings will provide a South African perspective of TQM in the service industry. The findings will, therefore, serve as a good benchmark for future researchers.

Practical contribution. Apart from the theoretical contribution of this study, the study seeks to provide practical recommendations that will help the DHA to improve on its customer services through the adoption of total quality management. In this regard, exploring the critical success factors of TQM and their impact on customer satisfaction will help to identify which of the TQM critical success factors enhance customer satisfaction. The direction and strength of the relationship between the TQM critical success factors and customer satisfaction will help to make meaningful recommendations that will inform management of DHA on what to look out for as they seek to adopt and implement TQM to improve on service delivery among its customers.

1.7 CRITICAL SUCCESS FACTORS FOR TQM

Several factors are critical if TQM implementation should be successful. Among these are the following.

1.7.1 Top management commitment

Several researchers think that TQM implementation success heavily depends on the commitment and support of top management in other to achieve significant gains (Antony & Leung, 2002). The practice of TQM in the service industry has been found to fail in most cases due to lack of senior management support during implementation in such an organisation. According to Thai and Igel (2006), the responsibility of top management in TQM practices is to provide vision as well as the rules and regulations in addition to the distribution of the duties in the department of organisations to ensure implementation success. In the context of DHA, it is important to ascertain whether there is top management commitment for TQM as a strategy to enhance customer satisfaction. The study, therefore, emphasizes top management commitment to TQM as a critical success factor, which has implications for customer satisfaction at DHA.

1.7.2 Employee involvement

Employee involvement in quality and management decision is a key determinant of successful TQM implementation, particularly in service organisations. Several studies agree to the fact that the involvement of employees in management and quality decision motivates employees to be responsible for their duties. According to Pantouvakis and Bouranta (2013), employee involvement in TQM implementation increases the tendency of employees to make better decisions and achieve high performance and quality in organisations. As employees' involvement is regarded as a critical success factor for TQM implementation, the study seeks to assess employee involvement in DHA quality and management decision making process and the consequent implications for clients' satisfaction with DHA services.

1.7.3 Training and education

Beyond the increase in efficiency, organisational training provides employees with the requisite information and knowledge on the values and interest of the organisation. According to Talib and Rahman (2013), the benefit of training include improvement in the knowledge and skills about TQM activates of employees. Additional training improves on the employees' problem-solving skills and abilities, which is very critical to achieving quality in service organisations. Moreover, organisational investment in service organisations provides capacity building for employees as well as providing the quality management system in the organisation (Sureshchandar & Rajendran, 2002). Since training and education are important in TQM implementation (Talib & Rahman, 2013), this study finds it relevant to ascertain the kind of impact that training and education of employees at DHA will have on customer satisfaction as they patronise the products and services at DHA.

1.7.4 Organisational culture

The type of organisational culture prevalent in an organisation tends to affect the quality of service delivered to its clients directly. Organisational culture, which means "a pattern of organisational behaviour which enables an organisation to adapt to external and internal forces" (David, 2003:97; Schein, 2006:9) is very important for successful TQM implementation. The organisational culture defines the type of organisational structure which affects collaboration among managers and staff, teamwork, use of data and information, and job security. Often, the failure of TQM implementation is attributed to a lack of power to change the culture of the organisation or accept the new culture based on the TQM concept and framework (Chiarini, 2013). In a sense, if the service organisation's managers want to have effective TQM practice, they ought to change the

culture of the organisation based on the TQM concept. In this regard, this study finds it meaningful to assess the nature of DHA culture and its influence on customer satisfaction.

1.7.5 Customer satisfaction

Based on the fact that success in service organisations heavily relies on the demand of customers, customer satisfaction remains a critical factor in the successful implementation of TQM   among service organisations (Bayraktar & Tatoglu, 2012). In service organisations, customer satisfaction is a critical factor for implementing TQM. TQM refers to a quality management system in which all resources of an organisation are deployed to achieve organisational goals, including achieving customer satisfaction (Bon & Mustafa, 2013). Customer satisfaction is considered the main objective of any service organisation. Accordingly, each activity in the organisation has to be aligned with achieving and sustaining customer satisfaction (Lam & Lee, 2012).

1.8 CONCEPTUAL FRAMEWORK

The proposed conceptual framework for the study emerged from the theoretical framework. The purpose of a conceptual framework is to guide the formation of questions and objectives by explaining how the key variables in the study are related. The conceptual framework guiding this study is presented in Figure 1.1.
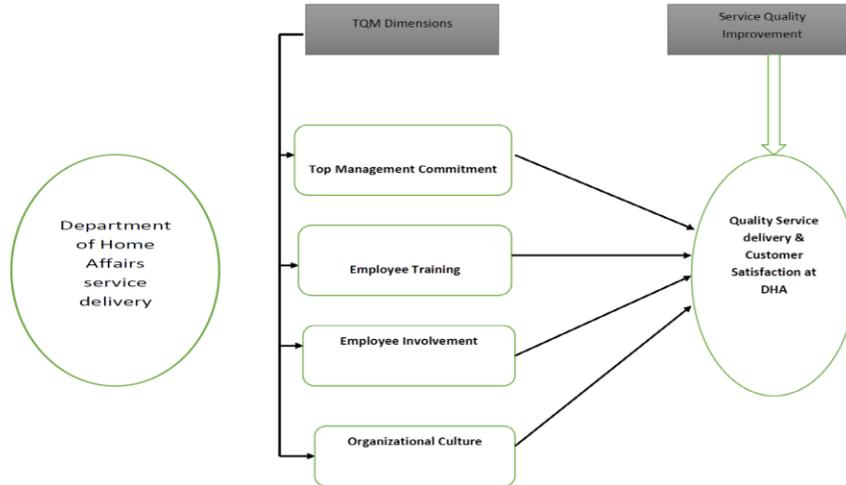
Figure 1.1: Conceptual framework

The conceptual framework depicted in Figure 1.1 shows the conceptual framework of the study. The conceptual framework provides a pictorial view of the TQM success factors (top management commitment, employee training, employee involvement, organisational culture) and their impact on customer satisfaction at the DHA

1.9 METHODOLOGY

1.9.1 Research philosophy/paradigm

Research methodology integrates the philosophy and the research activities undertaken by a researcher (Singh, 2015). Research philosophy is the game plan (map) which informs the selection of the ideal research methods. Research philosophy is often referred to as 'research paradigm' (Welman, Kruger & Mitchell, 2005:6). There are two types of research paradigm – positivist and anti-positivist/interpretivist. This study adopts a mixed method (pragmatic approach) approach, drawing on both positivist (quantitative) and interpretivist (qualitative) methods. The details are covered in Chapter 4.

1.9.2 Research design

The design of a study serves as the road map for researching as it helps define the philosophical underpinnings and researchers' orientation. For this study, the researcher seeks to make use of both the qualitative and quantitative research approaches. The details are covered in Chapter 4.

1.9.3 Population and sampling

There are about 50 employees of the DHA Welkom available for the research, all of whom will participate. Client population is estimated at around 400000 in Welkom, as indicated by the 2016 national census. However, for practical reasons, only 150 clients were selected using convenience sampling limited to walk in clients. It targeted clients as they leave DHA offices after they have been served. The details are covered in Chapter 4.

1.9.4 Data collection

For this study, data collection was done by the researcher with the help of other research assistants who will be recruited by the researcher. Data collection involved the self-administration of questionnaires and interviews with the staff of the Welkom Regional office of the DHA as well as its clients.

1.9.5 Data analysis

The qualitative data were subjected to descriptive categories using short labels represented in coded themes. The qualitative analysis adopted a thematic coding analysis, according to Trochim (2006). The Statistical Package for Social Sciences (SPSS) version 20 software was used in analysing the quantitative data. Details are provided in Chapter 4.

1.10 CREDIBILITY OF THE STUDY

The study's credibility and acceptability, and validity and reliability are discussed in detail in Chapter 4 under content, construct validity and some aspects of reliability.

1.11 ETHICAL CONSIDERATIONS

Firstly, the researcher asked for permission from the DHA management. Secondly, the researcher informed the participants by fully disclosing the procedures and purpose of the study. The participants` rights to privacy were protected by restricting access to participant identification. For example, the names of respondents will not be disclosed.

1.12 STRUCTURE OF THE THESIS

Chapter 1 – This chapter provides the general background and introduction of the study. It comprises of the research problem statement, research questions, and objectives of the study.

Chapter 2 - This chapter addresses issues of quality, service quality, as well as dimensions of service quality in the service industry.

Chapter 3 – This section deals with concepts of total quality management, components of total quality management, critical success factors, as well as the challenges or barriers to TQM implementation in the service industry.

Chapter 4 – This chapter describes the research methodology employed in the study.

Chapter 5 - This chapter presents the results and discussion of the results

Chapter 6 - deals with the conclusions and recommendation for practice, policy and directions for future research.

CHAPTER TWO: QUALITY AND ITS MANAGEMENT IN PERSPECTIVE

2.1 INTRODUCTION

This chapter focuses definition of quality, approaches of quality, the dimension of quality, value addition, cultural and contingency perspective of quality, the changing face of quality and the concept of service quality. The chapter also explores the definition of service quality, the dimensions of service quality and concludes with the measurement of service quality.

2.2 DEFINITION OF QUALITY

The Quality concept is an old concept that has evolved like any other management concepts. It is adopted by many international organisations to improve and develop the quality of their services and assistance in facing extreme challenges and getting the satisfaction of the customers (Goetsch & Davis, 2006). The significance and widespread nature of the application of the concept of quality has resulted in numerous scholarly works and contributions, which has resulted in increased adoption. Many definitions of this concept exist, with each definition highlighting a particular theme (Oakland, 2003). These definitions also vary according to users and the purpose of use. Some of the notable definitions of quality are shown in Table 2.1.

Table 2.1: Some definitions of quality

Scientists and associations of quality	Quality definitions
Guran definitions (Juran & Cryna,1993)	Quality is fitness for use, the basic criterion for judging the quality product if a product is suitable for use or is not, regardless of the status and condition of the product.
Crosby definitions (Ross, 2000)	Quality is conformity to requirements; that means when more product specifications conform to the customer requirement, this product has a good quality.
Edward Deming definition (Evans & Dean, 2003)	Quality is a trend to satisfy consumer needs at present and in the future.
American Society for Quality Control definitions (Goetsch & Davis, 2010)	Quality is a group of goods and services able to meet specific needs.

As stated earlier, quality is often defined by different perspectives. For example, from customer or client perspective, quality could be defined as "all advantages and characteristics of the product or service that contribute to satisfying the desires of consumers, and these include price, safety, availability, reliability, dependability and the ability to use" (Al-Ali, 2010:15). Quality can also be defined from the producers' viewpoint as "quality of conformity" which means making sure the product or service is produced according to design (Judeh, 2006).

Quality definitions, as mentioned above, show that quality is a multifaceted concept, and it expresses a particular viewpoint for a particular product in a given period and varies from one phase to another to improve the goal of this organisation to satisfy the wishes of consumers (Oakland, 2003).

For this study, quality is defined based on the definition by At-Tai (2010:20) who says that quality is "a dynamic process that includes continuous attention to all products, services, personnel, operations and the environment (internal and external) to ensure meeting the expectations of customers and fulfilling their needs and desires to achieve satisfaction".

2.3 APPROACHES TO UNDERSTANDING QUALITY

There are many lenses through which academics attempt to understand the concept of quality. The following represent some of the approaches identified in the literature that have relevance to the current study.

2.3.1 The quality spheres perspective
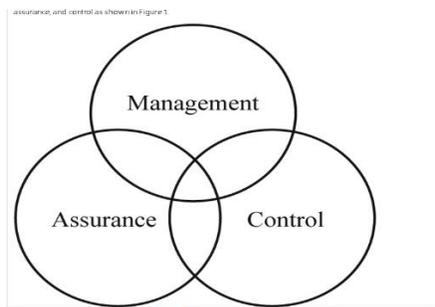
Figure 2.1 Quality spheres perspectives.
Source: Oakland 2003

2.3.1.1 Quality management

Product and service consistency is on the main goals of quality management. The concept of quality management comprises of four main parts which, according to Hmood, (2000) comprise of quality planning, quality assurance, quality control and quality improvement.

16

The focus of quality management is not only limited to product and service quality but also looks at the process involved in the achieving of quality. It, therefore, implies that quality management pursues consistency in quality by adopting quality assurance and control of processes as well as products.

2.3.1.2 Quality assurance

Quality assurance is defined as "all the planned and systematic activities implemented within the quality system that can be demonstrated to provide confidence that a product or service will fulfil requirements for quality" (Oakland 2003:20). Fundamentally quality assurance emphasises on proper planning and documentation of processes and procedures as well as keeping records of processes through inspection and various test that are undertaken frequently to assure quality. Talib (2010) argues that quality assurance is a system that evaluates the performance of a service, process, or product against an established standard. The adoption of quality assurance by service organisations foster better levels of customer confidence, organisations credibility and efficiency as well increase firm competitive advantage.

2.3.1.3 Quality control

It is defined as "the operational techniques and activities used to fulfill requirements for quality" (Oakland 2003:13). Defined by physical verification, quality control focusses on how a product, service or system follows agreed arrangements or standards through measurements, inspections etc. According to Oakland (2003) process of quality control involves ensuring that job, competence and performance are effectively managed during the process of production or service delivery to ensure that the product or service meets the planned designs. It is based on the scientific method that includes phases of analysis, relation and generalisation. In effect, the process of quality control comprises adhering to

set procedures to ensure that defined quality criteria satisfy the requirements and needs of customers.

2.3.2 The quality dimension perspective

From quality definitions, quality consists of different dimensions (Goetsch & Davis, 2006; Oakland, 2003). These dimensions depend on the type of product or provide service. The following is a summary of these dimensions as opined by Goetsch and Davis (2006).

Performance: Basic operating characteristics of a product, such as the clarity of picture colours or machine speed etc. This characteristic varies from one product to another and from one person to another, so an acceptable level of a new product depends on the attitudes and desires of people.

Conformity: This is the degree to which a product meets pre-established standards or industry standards. The importance of this dimension started after the appearance of the World Trade Organization and ISO that impose specific standards on products. This feature takes a look at objective measures that do not affect that consumer requests, so limits are imposed on the specifications of different products and are maintained by the government and the competent bodies.

Aesthetics: This dimension means a sense of personal and human characteristics such as the favourite general form and a variety of colours and accessories in the product and accessories. That means how a product looks, feels, sounds, smells, or tastes.

Reliability: Potential breakdown of the product during a specific period or, in other words, the likelihood that a product will function as expected within the time frame. This dimension

depends on durable products and does not apply to products that have a short validity period.

Durability: The expected operational life of the product, thus how much a product can be sustained before repair with care, and it demonstrates the duration for which the product can be used the period during which the product can be used before its repair and after which its repair becomes less feasible/practical than buying a new product.

Serviceability: The provided service is a maintenance and repair service; it is measured by how easy it is at getting repairs, speed of repairs, courtesy and competence of repair person.

Safety: It is an assurance that the customer will not suffer injury or harm from a product through attention to the physical and chemical specifications of the product and the final packaging.

Responsiveness: This dimension deals with how the seller responds to the client; showing kindness and courtesy in dealing with the client.

In as much as there are different dimensions of quality, they remain inseparable as one dimension is an extension of the other. For instance, in other to assess performance about product quality, there is a need to examine the reliability, compliance, features as well as the aesthetics. This indicates that several dimensions of the quality define the product. According to Al-Azawi (2005), the difficulty, as well as the high cost associated with including all dimensions of quality, makes many organisations to focus on one or more quality dimensions. Consequently, the author argues that the adoption of one or more dimensions enables firms to outperform and gain a competitive advantage without neglecting the other dimensions.

2.3.3 The value adding perspective

In a broad context, the shareholder value concept goes back to the publication "Creating Shareholder Value" by Alfred Rappaport. The objective is to increase the value of equity to offer the investor a reasonable return (Löhnert, 1996). The shareholder value concept places the interests of capital at the heart of management strategy.

Städler, Bircher and Streiff (2000) are critical, insisting that only the economic aspects of value are considered in Value Based Management. Intangible value is hardly considered. For long-term sustainable business success, it is not effective to focus purely on financial values. Rather, a multi-perspective "values-based" management approach is required. Töpfer (2000) sees company value as broadening and strengthening of shareholder value. Holistically, the company's value consists of the following five influences and design fields; Shareholder Value, Market Value, Customer Value, People Value and Future Value. The overarching goal of the approach is to manage the interests of the company and its shareholders. The entrepreneurial activity is both a return on capital and future investments, the continued existence of the enterprise.

The company achieves a high market value if it establishes deep market penetration and reaches the targeted market share. To ensure that high customer value is achieved, it is necessary to focus on the customers. The ordinary needs of the customer must be met as much as possible. The *People Value* considers all the concerns/needs/demands of employees and is an essential basis for *Market Value* and *Customer Value*, and hence, *Shareholder Value*. The future matters, that ensures the survival of the enterprise, are achieved through innovation and progress. They are the driving force for the *Future Value* of the company. These five have sometimes conflicting values concerning the *Company's Value* (Töpfer, 2000). In the context of increased competition and the clear orientation of many companies towards the "value added", quality management must be reviewed

regarding the added value that it creates, and, where appropriate, be redefined and refined.

2.3.4 The cultural perspective

The implementation of TQM programs in organisations does not only involve technical management dimensions but also includes a change in the way of life of employees in other to meet the needs of customers (Mosadeghrad, 2006). A review of these changes cannot focus on only the technical dimensions but also the cultural dimensions which either support or oppose the TQM implementation success. The culture of an organisation and TQM are not only confined to the boundaries of the organisations. For instance, customer and partners remain an integral part of the technical core of the organisations. According to Wakefield et al. (2001), in spite of the role of culture in TQM, the multidimensional and complex nature is not well captured. The theoretical background selected for this study is the cognitive-cultural research paradigm (Kujala & Lillrank, 2004). This framework recognises the various cognitive levels of culture in an integrated way.

Culture may show itself as practices or espoused values. However, it is defined by a set of basic assumptions or beliefs of how things are done. Schein (1992:12) defines organizational culture as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." This definition can be applied to any size of the social unit that has had an opportunity to stabilise its view of itself and its surrounding environment.

21

Mandal et al. (2000) in their work put forth three approaches as far as culture is concerned, which comprised of integration, differentiation, and ambiguity. The integrative explores the cultural traits found in an organisation which may not be visible to employees but are somehow adopted by all staff and having the support for management. On the other hand, the differentiation approach explores the different subcultures which might be different and, in some cases, conflicting (Lillrank & Kostama, 2001). In the case of Ambiguity, it refers to conditions where there is no cultural homogeneity or integration exist or where a particular culture is not well developed (Schein, 1992).

This study adopts the integrated approach of culture. Various definition of TQM and ISO 9000 assert that importance of having integrated quality culture under the leadership of top management. Harrington and Williams (2004) propose that the culture of an organisation that has been able to successfully implement TQM is characterised by the presence of an overarching set of norms and values.

2.4 CONCEPTUALISING SERVICE QUALITY

Service quality, according to Eisingerich and Bell (2007) consists of two main dimensions, which are technical and functional. Sharma and Patterson (1999) asserted that while the technical dimension of the service quality focuses on the degree of service quality output, the functional dimension focuses on the interactions between service organisation and customers. Other scholars who have contributed to this theory assert that the technical service quality refers to the actual outcomes or 'what is delivered' (Lovelock, 1996) whiles that of the functional service quality is referred to as 'how' services are delivered (Parasuraman et al., 1994). As a result of competition, technical quality is mostly viewed as a commodity because it is the same irrespective the suppliers, and such the difference comes from functional service quality (Sharma & Patterson, 1999). The entire appraisal of the quality of service delivery of an organisation by consumers defines service quality.

Service quality provides a comparison of the expectation of customers and the perception of service after it is delivered (Bitner & Hubbert, 1994). This appraisal typically is formed from disconfirmation of expectations of service performance (Parasuraman et al., 1988) or through the assessment performance measures (Cronin & Taylor, 1992). The main argument between two approaches is whether or not service quality is a measure of the difference between what customers expect and perceive or merely customer perceptions.

The approach of disconfirmation provides the basis of customer expectation, which serves as the reference point against which customer perceptions are evaluated. According to Zeithaml et al. (1999), the expectations and evaluations differences are what define service quality perception. I, therefore, implies that to achieve at least satisfactory levels of service quality, customer perceptions must equal or go beyond expectations. Based on disconfirmation, Parasuraman et al. (1988), advanced the SERVQUAL model which comprised of the following five items/dimensions which measures service quality: reliability, responsiveness, tangibility, assurance and empathy.

Several scholars have also come up with an argument that question the veracity of the difference between customer's expectation and perception as the basis of delivering service quality. These scholars argue that service quality stem only from the perception of customers of service and as such measuring of perceptions alone provides a better clue of service quality than the traditional comparison between perceptions and expectations. Existing literature tends to support performance based measures compared to disconfirmation –based measures as far as service quality (Bitner & Hubbert, 1994; Boston & Drew, 1991; Brady et al., 2002).

2.5.1 Defining service quality

In the service industry, which is often characterised by the simultaneous production, delivery and consumption, quality is described by differences in what is experienced by customers and what is expected. Service quality is thus determined by the comparison of the wants of the customer and the perceived value of what they are getting (Berry et al., 1988).

A comparison of delivered performance and client expectation defines the quality of service. In another work, Zeithaman and Bitner (2003) defined service quality as a measure of the extent to which performance compares with that of expectations. Business today have expressed the importance of emphasising of service quality as a basis for the improvement in customer satisfaction and loyalty for improved overall business performance (Kunst & Lemmink, 2000). Service quality in this study is defined as differences in the expectation of customers before the patronising of products or service and the perception experienced. According to Asubonteng et al. (1996), the foundation for the assessment of service quality in organisations is based on the expectation of customers. This is so because organisations only achieve high quality when performance surpasses expectation (Asubonteng et al., 1996). According to existing literature, expectation from the perspective of service quality refers to customer's wants or desires that is the anticipation of what service providers are required to deliver as against what they would ordinarily offer (Parasuraman et al., 1988). A service, as perceived by the customer thus provides the view of consumers on the dimensions of the service, which are both technical and functional.

The perception of customers of a particular service is mainly determined by the outcome of a process. That is the customer's perception of the value addition or quality that is experienced by the customer. Parasuraman et al. (1988) referred to the perception of

24

quality as a type of attitude and related though not related but not identical to customer satisfaction.

According to Negi (2009), customer-perceived service quality has risen in recent years risen due to the immense contribution to a firm's competitive advantage, overall performance and increase customer satisfaction and customer loyalty. In this regard, service quality remains a very important element for organisations to appreciate and measure and ensure that gaps between the expectation and perceived service are closed. According to Douglas and Connor (2003), customers with high sensitivity for perceived quality are making more demands for service providers and relatively becoming more intolerant to poor service quality with elements such as inseparability, heterogeneity and perishability of service being very important in customer's perception of service quality. According to Douglas and Connor, (2003) the end results are not the only means of service quality assessment, but it also involves the process used in the delivery of the service which eventually impacts on the perception of consumers (Douglas & Connor, 2003).

An organisation's ability to provide a high level of service quality provides several benefits to the business including, increase in market share, profitability and loyalty. Thus, the provision of better service quality in an organisation brings a unique factor of differentiation from other firms. The quality improvement, according to Keiningham et al. (1995) brings to the fore three main advantages, which include cost reduction, increased customer retention and attraction of new customers. As part of efforts by organisations towards service quality, attempts must be made at identifying key service expectations of customers and focusing al efforts of elements important to the customer to bring improved satisfaction to the customer.

According to Caruana (2002) the focus of organisations should therefore be more on fulfilling the wishes than just any predetermined standards or specifications. As Lewis (1993:14) put it "service quality is a measure of how well the service level delivered matches customer expectations".

2.5.2 Service quality dimensions/ components

According to Zeithamal (2006), Services Quality is measured by the SERVQUAL model, which comprise of five dimensions, which are reliability, responsiveness, assurance, empathy and tangibles. The dimension above provides the criteria used by customers for criteria assessing service quality. The service quality dimensions identified by Zeithamal (2006) are explained below.

Reliability - Reliability, which one of the dimensions of service quality under the SERVQUAL model, refers to the ability of service provider to deliver on service in an accurate and dependable manner. This is realised by consistently keeping to or honouring promises as well as the provision of right services with consistency in performance and dependability. Reliabilityconsists of doing the right things the first time and always including keeping of promises in the process of billing and correct keeping of records and ensuring of the availability of merchandise. Reliability further involves accuracy in the calculation of commissions; keep services promise. According to Yang et al. (2003), reliability presents an important dimension of the service industry. Ndubisi (2006) argues that when a greater number of customers appreciate reliability, the greater the overall evaluation of retail service quality.

Tangibility - Tangibility asa dimension of service quality refers to the physical evidence (e.g. materials, equipment and facilities) of the service quality experience (Kheng et al.,

2010). Matters of safety and accessibility to a suitable place of convenience fall under tangibility. Due to the physical nature of service, the customer often associated service quality by the extent to which tangibility is perceived in the process of service delivery. Overall, a good physical environment of a firm communicates virtues such as care and attention to the customers. It is the appearance of the physical facilities, equipment, personnel and communication materials. Panzer, Gitomer, Greene, Webster, Landry and Riccobono (2013) introduces the idea of services being activities, benefits or satisfactions which are offered for sale or are provided with the sale of goods. Tangible Services are activities performed physically by a service provider to entice it.

Assurance - This dimension involves the required competence, courtesy, credibility of employees of service organisations as well as their ability to stir confidence and trust. Sadek et al. (2010), argued that from the perspective of British business firm, the service quality dimension of assurance is viewed as having more polite and friendly employees, working environment comfort, quicker access to data and information and well resourced and experienced team. These skilful staffs are expected to swift at dealing with customer complaints, willingness to address customer concerns as well as being courteous in all business dealings with customers. Several works done reveal that information sharing forms a critical part of selling and maintaining relationship marketing as it improved the level of shared understanding. The degree to which customers embrace personal interaction determines the overall estimation of retail service quality perceived by the customers.

The assurance dimension general emphasises the traits and characteristics which fosters employee confidence and trust through excellence in service through secure and competent delivery. The fostering of trust is to create a more comfortable environment for customer to maintain a firm relationship with the service provider. Parasuraman et al. (1991) asserted that prime actions or characteristics that define assurance dimension of service quality include courtesy, instilling of confidence and knowledge.

Kumar et al. (2010) indicated that confidence remains a significant factor of assurance based on the fact that its rise based on customer's impressions provides a corresponding increase in trust among parties and high cost of switching firms. Courtesy is another important aspect of assurance as it influences the customer's evaluation of service quality. Due to the interactive nature of a service, the degree of politeness is a very important attribute in the relationship between employees and customs as it is highly demanded, especially of employees. Thus, extensive contact and interactions between the customer and the employees make it a key variable for service quality.

Responsiveness - Responsiveness is defined as the extent to which employees of organisations are generally available and willing to provide swift service to customers. Responsiveness covers several aspects of the service delivery including opening hours of the service provider, level of politeness of the staff and waiting time for fulfilment of a service. In effect, responsiveness defines speed and affective manner in which an organisation or staff responds to the customer the politeness of the employees and the time the customer has to wait in order to get the service. In the service sector, employee willingness to aid customers provides a positive effect on customers' perception of service quality. In another study conducted by Mengi (2009), a positive relationship between responsiveness and service quality and customer satisfaction. According to Kumar et al. (2009) responsiveness refers to having a good appreciation of customer needs, having a favourable operating working hour, attention to individuals and their respective problems and ensuring safety in their transaction as far as customers are concerned.

Mohammed and Shirley (2009) established that having effective and prompt communication with customers is very critical in service organisations. Prompt communication is to foster customer confidence, which is necessary for making of right decisions promptly by customers. Responsiveness is likely to have an important and positive effect on customer satisfaction (Glaveli et al., 2006). The higher customers appreciate problem-solving, the higher overall evaluation of service quality is.

28

Empathy - Empathy, which is another dimension of the SERVQUAL model, refers to the attribute of providing care and personalised attention by organisations to its customers. This is reflected in high attention on individuals, convenient operating hours, understanding of the staff when a problem occurs as well as an understanding of the needs of customers in general. Empathy focuses on the various dimension of the firm's policy, including excellent customer service, convenient parking space and working hours (Ndubisi, 2006; Ehigie, 2006). The extent to which customers experience empathy has a potential of affecting the choices of customers to either accept or reject a service delivery. Thus, the greater the empathy and the greater the perceived service quality. One key dimension of empathy is the knowledge of the staff of the service providers. Consequently, firms invest heavily in training to increase the capacity of service providers at better meeting the needs of customers.

2.5.3 Measuring service quality

There are several instruments used in the measuring of service quality, but the SERVQUAL model, developed by Parasuraman Berry and Zeithaml and Parasuraman, Zeithaml, and Berry (1985; 1988) remains common in the service industry. Characterised by 22 items, the model measure service quality by assessing the perceptions and expectations of customers. The SERVQUAL model has five main dimensions. These are tangibles (physical facilities, equipment and appearance of personnel), reliability (the capacity to provide dependable and accurate service as promised), responsiveness (willingness to effectively and swiftly provide support for customers in a timely manner), assurance (knowledge and courtesy of employees and their ability to gain trust and confidence) and empathy (providing individualized attention to the customers). The instrument has a Likert-type scale with a 7-point rating of the level of agreement of each item

CHAPTER THREE: TQM IN PERSPECTIVE

3.1 INTRODUCTION

The chief focus of this chapter is to define total quality management; discuss the conceptualisation of TQM, identify the 3-dimensional perspective on TQM and explain the components of TQM. The chapter also analyses the critical success factors of TQM implementation in addition to the obstacles in TQM implementation in service organisations. The chapter concludes by providing the conceptual framework for the study.

3.2 TOTAL QUALITY MANAGEMENT

Before the definition of TQM, it is prudent to consider the significance and denotation of the three words in its title.

Total – refers to the collective responsibility of individuals in the business with regards to attaining quality irrespective of their functions. It identifies the need to develop processes across the business and the objective is to deliver the exact and agreed customer requirements reliably. As put forward by Sowerbutts (2004:232), "this will achieve the most competitive cost position and a higher return on investment".

Quality – is the most important task of any business is the ability to recognise customer need and provides products and service at every occasion based on the agreed place and process. The objective is to achieve high customer retention and the acquisition of new customers, which would subsequently lead to market share growth (Sowerbutts, 2004).

Management – The principal responsibility of top management is to enhance organisational effort towards the achieving of quality to customers. This is done through effective communication of the organisation vision, quality policy and plans to all members of the organisation in addition to ensuring that right processes and procedures are put in place to maintain the culture of continuous improvement (Sowerbutts, 2004). This is equivalent to a combined, principle-based, organisation-wide strategy for improving product and service quality.

Total Quality Management (TQM) is an integrated philosophy of management which aims at improving the performance of processes, products, and services in oder to realise customer expectations (Ugboro & Obeng, 2000).

TQM is a managerial approach that assists managers to enhance their customers' value by designing and continually improving organizational processes and systems. It approach provides a new vision for managerial leadership. It places customers at the apex and redefines quality as customer's satisfaction. Unlike other management principles that may rely on assumptions, the tenets of TQM rely on fact-based decision making. As stated earlier, Oakland asserts that Total Quality Management is a unique approach adopted by top-notch companies aiming to achieve organizational excellence and the utmost weighted category of all the quality and excellence awards (Oakland, 2001).

Total Quality Management (TQM) is a philosophy for the achieving of business excellence through the deployment of quality tools and techniques in addition to the management of soft aspects, which includes human motivation at the workplace (Zadry & Yusof, 2006). TQM views an organisation as a set of processes, and this organisation must improve and develop these processes by arming all their employees with the skills and experiences necessary to do their responsibilities (Ibn Antar, 2008).

Another definition of TQM is that it is an assimilated and comprehensive tool used to plan and control the different dimension or units of the business entity including engineering, production, procurement, customer service, finance etc., hence the expectation of the good and services to at least meet the expectation of customers or exceed it (Al-Azawi, 2005). Therefore, TQM is a managerial philosophy that involves employees of the organisation in the delivering of quality to the customer. TQM connects each role in the organization as a process while managing the customer/supplier relationship in the next process. The key objective in each process of the organisation is tied to the meeting the requirement of customers to bring higher levels of customer satisfaction at the least cost possible (Zadry & Yusof, 2006). Organisations that do not effectively manage associated conflict between employee commitment and cost-cutting to enhance continuous improvement often generates a huge challenge for these organisation. Achievement of quality can be measured by quality awards and quality standards (Al-Azawi, 2005).

TQM seeks to detect the sources and outline reasons for possible flaws during the work to be removed from the roots and prevent them in the future to get the final product without any defects by reinforcing other procedures of quality assurance to meet changes in products and services by improving the effectiveness of operational processes (Hmood, 2000). A study conducted by Zaire and Simintiras (1991:33) posits that "TQM is a combination of total system process towards doing the right things (externally), everything right (internally) in the first time and all the time, with economic viability considered at each stage of each process".

3.2.1 Defining TQM

Total quality management (TQM) is very crucial in the integration of all aspects of organisation processes and functions so as to products and service provided to customers bring satisfaction through emphasis on continuous improvement (Dean & Bowen, 1994).

Empirical literature (Popescu et al., 2014; Popescu, 2016) indicate that most managers from multinational managers opine that the contribution of TQM to business success is very high (Leonard & McAdam, 2003). Accordingly, the generally accepted theory of TQM, argue that, "a product, service or process can be improved, and the company can be successful only if they find and consciously capitalize on the possibilities to improve quality at all levels in order to satisfy customers" (Levine & Toffel, 2010:13). As one of the modern tools of management, the TQM is not just an integration of quality principles but also includes Japanese values of quality and continuous improvement (Ashok et al., 1996). The definition of TQM from the perspective of management system given by Hellsten and Klefsjö (2000:14) as "a management system with continuous development, consisting of values, methodologies and tools, which aim to increase external and internal customers' satisfaction, with a reduced amount of resources". The founding president of the Institute for Total Quality Management in Zurich, on the other hand, defines TQM: "a systematic way for managing an organisation".

3.2.2 Conceptualisations of TQM

Total quality management TQM is believed to have emerged in 1949 as part of joint efforts by the Japanese scientist, engineers, scholars and the government to improve the productivity of Japanese firms and quality of life after the world war. In the 1980s, the firms in America began taking the concept of TQM very serious (Powell, 1995; Brun, 2011). Some of the ground-breaking contributions of quality management were very visible during the time of the spread of scientific management across American industries. The benefit of this included the building of capacity in the undertaking serious planning and execution of the plans, although the environment was marked by union agitations over deprived working conditions at work.

With respect the above submission, Total Quality Management describes the culture of firms in which goals in higher levels of customer satisfaction through the involvement of all employees and the pursuit of continuous (Anvari, Ismail & Hojjati, 2011; Kalra & Pant, 2013). Also, Hellsten and Klefsjo (2000) defined TQM as the pursuit of customer satisfaction through the adoption of tool, techniques and values for incremental improvement using fewer resources. The TQM philosophy refers to the achieving of business excellence through integrated systems and the application of application of tools and techniques, in addition, the management of human resource such as motivation at the workplace (Yang, 2005; Zadry & Yusof, 2007). Berry (1991:34), alternatively, defines the TQM process as "a total corporate focus on meeting and exceeding the customer's expectations and significantly reducing costs resulting from poor quality by adopting a new management system and corporate culture". Focussing on the three words that form the TQM acronym; Total refers the involvement of all with the organisation including suppliers; Quality refers to the meeting of customers' requirements; and Management refers the involvement and commitment of top management (Lakhe & Mohanty, 1994).

Initially coined by Naval Air Systems Command in the year 1985 to describe the quality management and improvement from the Japanese perspective Bemowski, (1992), the term TQM moved from the general quality by inspection to other approaches such as quality control, quality assurance, and subsequently many companies began to work towards TQM (Vuppalapati, Ahire & Gupta, 1995). By the year the 2000s onwards, the philosophy of TQM became broad taking on a systematic approach to managing quality by embracing of ISO 9000 series, and quality award programs such as the Deming Prize and the Malcolm Baldrige National Quality Award which emphasis the TQM principles and practices (Temtime, 2003). Critical success factors to the TQM implementation included leadership support, employee involvement, training, quality culture, communication, focus on the customer and product design (Rahman & Bullock, 2005; Lewis, Pun & Lalla, 2006). Critical success factors include leadership, customer focus, quality culture, teamwork, training, communication, product design and employee involvement. In a separate study,

35

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Abdullah, Uli and Tari (2009) confirmed six critical success factors of TQM as leadership, management of suppliers, training, rewards and recognition and the focus on customers.

Kumar, Garg and Garg (2011) argue that the adoption of TQM in businesses provides several benefits, including improvement in quality, productivity as well as competitiveness on the international market. Also, Yang (2005) agrees to this assertion by indicating that TQM is management philosophy which stresses on the achieving customer requirement, improvement of quality and the gaining of competitive advantage on the market - a general section of management which emphasises competitive advantage, quality improvement, and customers' requirements. TQM can be viewed as a problem-solving and decision-making tool geared towards the continuous improvement of processes and products in organisations. TQM is, therefore, service or product improvement tool for firms, especially in developing countries, to gain access to global markets. Nevertheless, several firms do not achieve success in TQM implementation due to lack of top management support; low employee involvement perceived the high cost of quality, poor cooperation among stakeholders and unorganised and indifferent customers as well as the lack of established standards (Djerdjour & Patel, 2000). The success of TQ, therefore, requires cultural transformation which involves the involvement and employment of employees and strong teamwork among all stakeholders of the organisation.

3.2.3 The 3-dimensional perspective on TQM

According to Androniceanu (2017), there are three interdependent dimensions based on which TQM is approached. They comprise of the technical, social and economic dimension, among which inter-conditioning relationships exist. Each dimension integrates the quality of the products and services as the primary and fundamental parameter, to which two specific elements grouped into three subsystems (technical, economic and social) are being added (Figure 3.1).

36

The technical dimension is represented by excellence triangle, which is characterised by quality, standards, and technical characteristics. The economic dimension is represented by efficiency triangle efficiency, which characterised by quality, product/service parameters, costs. The social dimension is represented in the triangle of products and services customer consisting of the following three elements: quality, price and terms. Androniceanu (2017) posit that a professional approach to TQM implementation have the possibility of   promoting business excellence.
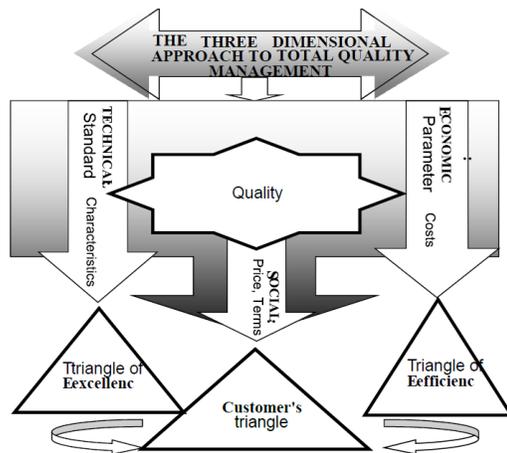
Figure 3.1 The three-dimensional approach to TQM

Source: Androniceanu (2017)

3.3 TQM COMPONENTS

Even though the boundaries TQM is considered infinite, there are some common underlying principles of this management philosophy. In a study by Sila and Ebrahimpour (2002) on surveys of published works on TQM, the research discovered twenty-five different TQM factors which are very key and relevant. Discussed below are principles that carry major impact.

3.3.1 Leadership and top management commitment

Pheng and Jasmin (2004) and Emerald (2005) in their studies, established that the commitment of leadership is most critical of these principles in achieving success in TQM implementation. The success volume of any project depends on the level of top management commitment (Olorunniwo & Udo, 2002). Top managers, in particular, have the power to put TQM at the top priorities of the organisation (Hmood, 2000). According to Townsend and Gebhardt (2006:6), commitment is "the willingness to invest one's self; that is, your ego, time and effort". Top managers must endeavour to demonstrate commitment towards their staff as well as a financial investment towards TQM implementation in addition to creating of organisational culture, knowledge and equipment needed to serve its market. Top managers must commit themselves to a set of values that continuously strengthens and encourages TQM factors with the existence of a form of policies, support structure and individual responsibility (Savolainen, 2000).

Every person within the organisation from the low level to a high level (the president of the board of directors) should be committed entirely to TQM and should make it a permanent part and parcel of the culture of the organisation or company (Savolainen, 2000).

According to Judeh (2006), successful TQM implementation requires attention and support of top management, flexibility to the various departments to solve the problems they face, finding effective ways to communicate between the various sections in the company, and monitoring quality programs (Judeh, 2006).

Emerald (2005) also emphasised that quality leadership by top management is the basis for proper implementation of TQM to achieve customer satisfaction, quality product, continuous improvement and job satisfaction.

To achieve TQM, the top managers should clearly define the quality goals, and set quality as a priority when allocating adequate resources, and evaluating employees based on their performances (Minjoon et al., 2006). Pearson et al. (1995) also pointed out that managerial leaderships require management at all levels. They should shift their role from authoritarian decision makers to coaching facilitators. In the same line, Emerald (2005) stressed that the commitment to quality strategy is reflected in the organisation's mission, goals and objectives, policy and strategy, so the top management initiative has to prepare documents relating to the initial strategy of quality and distribute them to all members of the work.

3.3.2 Employee participation and development

Several authors have noted that there is a tradition in Western economies based on encouraging employee involvement and participation in many different forms/ways. One of these is employee empowerment. This trend made the first appearance in the 1990s in response to an increasingly complex and competitive external environment (Siegall & Gardner, 2000).

Conger and Kanungo (1988:25) defined empowerment as "a process of enhancing feelings of self -efficacy among organisational members through the identification of conditions that foster powerlessness, and through their removal by both formal organisational practices and informal techniques of providing efficacy information". Lawler (1994) referred to employee empowerment as "one of the most important tenets of TQM".

Bowen and Lawler (1992:14) defined empowerment as "sharing with front-line employee's information about an organisation's performance".

The emergence of TQM has helped in achieving employee empowerment and participation because it aims at developing a quality culture, whereby everyone in the organisation shares a commitment to continuous improvement. Kanji and Asher (1993:13) defined TQM as "a process of management based on people and emphasised the importance of people in achieving quality". Dale and Cooper (1993) have described employee involvement in an organisation practising TQM as "obtaining employee participation and interest in the process of improving quality".

TQM improving employee satisfaction and loyalty leads to higher service productivity and profits. Employee satisfaction and loyalty constitute crucial factors for the capability of service organisations to respond effectively to customer needs (Silvestro, 2002). Chang et al. (2010) cited numerous research which indicated that employee satisfaction is positively related to employee loyalty to their companies. The results of this research suggest that the organisation must satisfy employees to make them loyal. TQM empowers employees by delegating responsibility for functions that were formerly within management's domain, to institutionalise empowerment on a more or less permanent basis (Hill & Huq, 2004).

It is well known that front-line staff know the needs of customers more than bosses, and when staff is available for enough power to accomplish their work entrusted to them, the results appear better and faster than the intervention managers in the delivery processes (Al-Ali, 2010). The success of TQM requires providing all employees with the skills and capabilities necessary for TQM implementation and succession, so it must work on the training of this personnel by providing training programs that enable them to deliver the

40

information and skills positively, to reflect on the performance of individuals. The process of training must be based on scientific grounds to improve the performance of individuals (At-Ta'i, 2010).

Research indicated that there is a positive relationship between training employee productivity, which result in an improvement in employee satisfaction (Choo & Bowley, 2007). The provision of training to employees creates opportunity the skill sets and knowledge of employees to be developed for the achieving of individual and organisational growth. Several works have established the fact that investment into employee training has a direct relationship with the satisfaction of those who participated in the training as against those who do not. Additionally, the building the competencies of employees yields increased employee satisfaction (Saks, 1996). Many benefits can be achieved through a training process, such as facilitating the updating of skills, motivation, higher productivity, knowledge transfer of their employees, increasing professionalism and increasing employee commitment and satisfaction to the organisation. In particular, employee training increases an employee's ability to perform tasks. The lack of training has been attributed to shorter employment tenure, frustration and job dissatisfaction (Chang et al., 2010).

According to Townsend and Gebhardt (2006:10), "To win, one needs to keep score, but the way one keeps score defines the game". In other words, if top management wants employees to behave in a certain way, it should measure and reward that behaviour for reinforcing the required behavioural.

3.3.3 Continuous improvement

Continuous quality improvement is a very defining feature of TQM in the field of organizational management (Dooley & Johnson 2000). Numerous studies have made considerable progress in explaining how TQM could benefit continuous quality improvement (Lai et al., 2009). TQM stresses the fact that achieving customer- oriented activity largely relies on the degree of existing continuous improvement across entire organizations. Based on TQM, continuous improvement in the quality of the firm has significant financial gains to firms (Wayhan & Balderson, 2007).

The concept of continuous quality improvement is generally an organisation-wide approach which is often integrated into the day-to-day activities as well the overall organisational strategy to assist the organisation progress towards improving business processes (Dassisti, 2010). Continuous quality improvement stressed on little incremental changes that undergo medication over period of time to become large and significant gains in terms radical breakthroughs which is often seen as described as a bottom-up approach through gaining of competitive advantage by continuously improving on products, services, people, processes and environment (Conca et al., 2004).

Continuous improvement strategies are "the recognized way of reducing waste by focusing on small incremental changes" (Singh & Singh, 2013:24). Most of the manufacturing industries need to adopt such strategies in their manufacturing environment to respond to rapidly changing customer needs, desires and tastes, and to compete in this competitive environment because such strategies ensure that the manufacturing processes become leaner and fitter, and also eliminate waste where value is added (Singh & Singh, 2013).

Continuous improvement strategies involve the making of regular small yet significant changes in processes, procedures or products and service which results in a reduction of waste, increasing productivity as well cost reduction in service (Williams, 2001). The companies must seek to adopt innovative approaches to gain more competitive trough swifts respond to customer demand (Singh & Singh, 2013). The incorporation of engineering roles and continuous improvement function presents significant gains to organisations such as saving in terms of cash, time as well as other useful resources in dealing with reliability, availability, maintainability and performance issues (Moubray, 1997). The continuous improvement strategies constantly seek to identify and implement ongoing enhancements in a firm's products, services and processes. Companies are, therefore applying these strategies to enhance their systems and operations (Reid, 2006).

Ongoing improvement works towards achieving the customer requirements through a variety of processes to reduce or limit the activities that do not add significant value in the production of goods and services (Singh & Singh, 2013). The basis of continuous improvement is to reduce the differences and work to avoid defects (Williams, 2001). Business organizations need continuous improvement in all their operations, activities and products, and must not forget that the customer needs, and expectations are constantly changing, and the external environment changes over time; therefore, the organization should improve and develop products and processes in line with the change in the external environment (Al-Ali, 2010).

TQM encourages employees to make improvements to the regulatory systems, processes and procedures, and to provide suggestions and initiatives to effect change in the organisation (Lai et al., 2009). Opportunities for improvement comes from many sources, such as the ideas of staff, operations research, and development. The information is obtained from customers, competitors, the Internet and others (Al-Ali, 2010). Improvements take several forms: providing new products and services to customers, improving responsiveness to customer complaints, improving productivity and increasing

the effectiveness of the exploitation of resources, providing machinery and equipment and advanced technology constantly. All this will increase the level of product quality and compare its internal operations with more successful companies' operations (Al-Ali, 2010).

3.3.4 Customer-driven quality

The quality of service has largely associated the level of satisfaction of customers service quality is closely related to customer satisfaction. Several scholars have established service quality measures, and that of customer satisfaction is so firms can improve their loyalty and financial gains as well. Besides, many researchers have established a relationship between customer perceptions of quality and satisfaction and profit (Anderson et al., 1994).

Customer satisfaction is generally defined as "a post-consumption evaluative judgment concerning a specific product or service" (Gundersen et al., 1996:10). Customer satisfaction is often viewed from two perspectives, which are transaction-specific satisfaction and cumulative satisfaction. Whiles the transaction-specific satisfaction refers to customer experiences on the encounter with a service provider, that of cumulative satisfaction refers to the entire evaluation of the customer experience with a service from the beginning to date (Tahir & Abu-Bakar, 2007).

Customer expectations are attributes of performance reference levels which a customer uses when carrying out perception and evaluation processes of individual attributes. Individual attribute evaluations are collected to form evaluated aggregate quality, which determines customer satisfaction (Golder et al., 2012).

TQM believes that the customer is the one who sets the criteria that should be available in products owned, and not an organization. It also focuses on the overall quality management to satisfy all customers - including internal customers - and the development of strong partnerships on long-term does not depend on lower prices with vendors (Evans & Dean, 2003).

Customer satisfaction is a primary goal of any organisation in terms of both public services as in the public sector or producing goods, as in the private sector, and quality is defined as meeting or exceeding customer expectations. The success of any organisation depends on the organisation's belief and awareness of efficient service delivery and high efficiency (Evans & Dean, 2003).

Finally, to meet customer's needs, there must be a channel of communication between the organization and its customers, as well as presence of a system to collect systematic data about customers' needs and to receive customer complaints to study, resolve, and avoid them in the future and take the opinions of customers when developing new products (At-Ta'i, 2010).

3.3.5 Basing decisions on facts

An important feature of TQM is a fact-based decision and not just mere random feeling. This implies that quality experts must be able to have requisite experience and knowledge of variation control as indicated, for instance, in the case of Deming (1994). According to Kotler, (1996) several products do not become a success on the market, and this emphasizes the need to focus very well on the production and service process through the adopted of facts or data in relation the process and customers experience (Bergman & Klefsjö, 2003). The important thus requires the use of different measurements for the

45

facts which can include customer satisfaction, operating measurements as well market position. Such facts and information enable the firm to compare its service with its competitors and benchmark against industry standards to take the necessary corrective action for proper performance.

3.3.6 Focus on processes

Several works undertaken in organisations can be viewed of the process, which is often repetitive (Bergman & Klefsjö, 2003). The main aim of these process to churn of product or service that would bring ultimate satisfaction to customers. The key factor as far as the focusing of the processes is concerned is not merely the results, but rather, the followed process must drive the results (Shiba et al., 1993). The generation of data from the process gives an analysis of the state of the process in satisfying customer needs. It, therefore, implies that data from any process should not be taken in isolation but examined how it determines the efficacy of the given process as well as how it can be improved (Bergman & Klefsjö, 2003). The process orientation and focus have become even more focused on the improvement programs like TQM and Six Sigma.

3.4 CRITICAL SUCCESS FACTORS IN IMPLEMENTING TQM

3.4.1 Top management commitment

The commitment and support of the top management of organisations play a significant role in the success of the TQM implementation. According to De Waal and Counet (2009), among other things, absences of support and commitment from top management, presents a very complex challenge that is faced by many organisations which ultimately

leads to organisational failure. Based on Gulden's (1995) argument, it is clear that improvement in the area of quality across organisations is heavily linked to the initiatives of top senior management. Ahire and O'Shaughnessy (1998) argue that top management commitment from firms implementing TQM programs can implement practices such as customer focus, employee involvement, and empowerment, and to benchmark which form the basis of improved quality delivery and overall organisational performance.

3.4.2 Employee involvement and empowerment

Employee involvement and empowerment through solving of problems and participation in quality improvement plays a significant role on helping employees and acquires new experience and skill sets as well as new ideas in the area of quality management which inspires a sense of accomplishment (Zhang et al., 2000). Employee involvement in fosters development of personal capacities as well as self-esteem and engender the commitment needed for organisational success. (Zhang et al., 2000). As a result of this, firms must show commitment to enhancing employee involvement and empowerment through development policy and reward for employee involvement. In work Zeitz et al. (1997) emphasis were placed on key indicators of employee empowerment which were identified as cross-functional team's deployment, the extent of autonomy in the process of decision making, employee-customer interactions and the extent to which employee plan systems are being used. Training thus would not only improve on employee output in terms of service delivery but would also positively enhance top management.

3.4.3 Training and education

The concept of education and training sharpens employee's skill sets, experience and knowledge of the values, norms and mission of an organisation. The training of employees boosts the implementation of TQM by providing employees with the requisite no-how, attitude and culture to support TQM implementation (Talib & Rahman, 2013). Training and Education provide the tools for a more solid capacity building opportunity for employees to better identify and addresses issues in the area of quality. Additionally, Sureshchandar and Rajendran (2002) argue that investment into training and education enhances the overall abilities of the firm as well as employee capacity about information which is key in having a successful TQM program (Sureshchandar & Rajendran, 2002).

3.4.4 Organisational culture

Culture refers the beliefs, behaviours, norms or values which mark the way of life of a people group or organisation — characterised by a business environment laden with constant challenges which call for organisations to respond to changes in the market such as the developments in marketing, economic, technological, and customer issues (Özdemir, 2007). Change is thus critical for success in organisations. Cultural changes put a demand on firms to restructure. Today, TQM cultural changes are very important (Millerand Roth,1994). Therefore, they need to change their TQM culture according to the situations. Due to high market uncertainties, innovators change the culture of an organisation while defenders have a narrow and stable form of the product market. Mandal et al. (1999) identify the cultural change as the single most important inhibitor of quality policy implementation.

3.4.5 Customer satisfaction

The success of a firm in the long term depends on the extent to which customer needs are identified and satisfied (Lee & Kleiner, 2001). Customer satisfaction, according to Gronroos (1994) refers to what customer experiences in comparison to the value of what has been given to get something. It also refers to conditions where a product or service either meets or exceed stated or implied expectations of customers. According to Eckert (2005) in both service and manufacturing meeting, the needs of the customer in a timely manner is of serious importance to organisations as it remains of the important keys to providing positive recommendations through word of mouth. Customer satisfaction is very critical to any service as it forms the basis of the process of building and maintaining of trust for all future business between the customer the service provider (Zhang, 2005).

Zerbini et al. (2007) argue that higher levels of customer satisfaction increase loyalty to brands. Organisations must, therefore, endeavour to meet the needs if not exceeding them effectively and as much as possible build and maintain solid and excellent relationships with customers (Berry & Prasuraman 1991; Howgego, 2002).

3.5 OBSTACLES TO TQM IMPLEMENTATION IN SERVICE ORGANISATIONS

In spite of the many success of TQM, the literature reveals several factors why TQM has remained unsuccessful in a number of cases. The section below provides different challenges identified in the literature.

3.5.1 Lack of top and middle management commitment and involvement

According to Jaehn, (2000), over 80% of TQM failures that occurs in firms can be attributed to low commitment and involvement from management. Earlier scholars like Juran and Gryna (1993) argues that failure of quality management in the 70s and 80s could be attributed to lack of management support to the course of quality management and further indicated that the success of Japanese companies could be attributed to management commitment to quality. The low level of commitment among managers in TQM could be attributed to low knowledge, poor communication between staff and management high turnover among managers (Mosadeghrad, 2005; Soltani et al., 2005b; Psychogios & Priporas, 2007). Highly educated and experienced managers play a significant role in successful TQM implementation (Mellahi & Eyuboglu, 2001). Managers, therefore, have an appreciation of the tenets of the principles of TQM must be educated in TQM principles and practices, so they effectively managed the change. Management commitment must thus be unwavering and provide the resource needed for such import organisations programs.

According to Manz and Sims (1993), middle management remains a greater threats successful implementation of TQM. The lack of ground supports my middle managers often lead TQM programs to a halt. Lack of involving middle and front line managers in TQM initiatives makes them resist the change programme and react with suspicion and uncertainty (Harrington & Williams, 2004; Jacobsen, 2008). This because in some cases such programs have resulted in the lost status, power and recognition of middle managers. Even though it is expected of middle managers to empower employees, they often fail at this. In some cases, the roles and responsibilities of the middle managers are not clearly defined (Venkatraman, 2007). It is therefore imperative for the top manager to involve middle managers in designing and promoting the TQM change (Baidoun, 2003).

3.5.2 Inappropriate planning

Newall and Dale (1991) discovered that a lack of proper planning at the introduction stages of TQM implementation is the cause of current and possible future challenges in implementing TQM in eight UK companies. Without proper incorporation of quality objectives or efforts into the overall strategic direction of the organisation, quality is bound to fail (Lawrence & Early, 1992). Long term strategic planning, therefore, remains an important element for successful TQM implementation. (Dayton, 2001; Mosadeghrad, 2005; Taylor & Wright, 2003). Many challenges associated with TQM implementation can readily be overcome by engaging in proper planning. Quality planning comprises of setting quality goals, developing of quality policies, tactics and action plans, staffing and defining roles and responsibilities is crucial for TQM success. The inclusion of quality objectives in the strategic planning process remains a key element for TQ success.

3.5.3 Lack of resources

The cost of TQM implementation is quite high and involves a lot of effort and time. The lack of adequate resources for remains another major barrier to the success of TQM implementation in organisations (Bhat & Rajashekhar, 2009; Burcher et al., 2010; Khan, 2011; Sebastianelli & Tamimi, 2003; Sila & Ebrahimpour, 2002). As good as TQM is, financially challenged firms may not be a position to sustain the benefits of TQM programmes because the continuous allocation of resources remains a critical factor in the effective maintenance of TQM programs. Purchased materials are often a major source of quality problems (Flynn et al., 1994; Zhang et al., 2000). Have a very mutual relationship with the supplier, for instance, brings a reduction in procurement costs, enhances the quality of purchased products and services and provides differentiated and customised services for companies (Rao et al., 1999; Slaight, 1999).

3.5.4 Lack of employee commitment and involvement

Successful TQM is largely dependent on the extent to which employees demonstrate commitment and involvement towards TQM goals. According to Crosby (1989), there is a need for each employee to have an appreciation of their roles in achieving quality and demonstrated commitment towards ensuring that quality is pursued and achieved. This thus involves going the extra mile to ensuring that the right things are done throughout the entire organisation. In most case, this low show of commitment is due to the lack of effective communication before and during the TQM implementation. There is, therefore, a need for management to realise the importance of employee involvement in such change programs and then creating the enabling environment to enhance involvement and commitment by delegating responsibilities and providing support and rewards as well.

3.5.5 Lack of good human resource management

The failure of several TQM implementations can be largely attributed to the neglect of issues of human resource management in firms (Senge, 2006). The highly demanding nature of the TQM program and its implementation brings to bear on the human resource huge pressure and greater work demands which often stem for the change in relationships and responsibilities as well as the nature of organisational change (Parker & Slaughter, 1993; Walston et al., 2000). Fundamental to the TQM implementation is the human resource of the organisations. It is, therefore, imperative for human resource to be empowered and motivated and committed for a successful implementation of TQM. Ahire et al. (1996) posited that empowerment of human resource is key to foster a High-related decisions, ensuring a supporting infrastructure for full employee participation, as well as training so employees can effectively support the TQM programme through the building right attitudes and the competencies (Snape et al., 1995; Soltani et al., 2005a).

3.5.6 Lack of education and training

The lack of proper education and training in firms implementing TQM is a major contributing factor to the obstacles to the development and implementation of TQM programmes (Huq, 2005). Managers and supporting staff in the TQM implementation must have the requisite skills and experiences in the area of quality management to best undertake such programs and achieve success. Training and education have important roles in securing commitment and behavioural change towards continuous quality improvement. The provision of training education on quality management across firms does not only build the capacity of the staff to perform their task effectively but also ensures that employees inculcate in themselves the right habits, values and skills sets necessary for TQM issues and activities.

3.5.7 Employee resistance to change

Although several factors remain the causes of resistance to the successful implementation of TQM programs in organisations, resistance to change from the employees continues to be one of the most serious factors. Like many other programs of change, the TQM presents a challenge of fear, anxiety and insecurity to several employees (Khan, 2011). This is because such programs set in motion a challenge to existing cultures, systems and individuals, which is often interpreted as a threat (Williamson & Prosser, 2002). Thus, as result of the fear of possible loss of jobs and associated benefits, pressure from groups, uncertainty, perceived loss of control, limited knowledge as well poor communication and lack of proper planning, employees tend to resist any change which in this case relates to the TQM (Alas, 2007; Carter, 2008; Harrington & Williams, 2004; Self & Schraeder, 2009). It is therefore critical for managers of these change programs to open up and effectively communicate with all employees and adopt proper planning methods so as to ensure that stakeholders well understand the effect of such a project would affect employees and

other stakeholders in the present and future so as to help them manage their anxiety and uncertainty (Abraham & Crawford, 1997). Employees need to be assured of the appropriate training that would be provided to help them in the transition and also encourage employees to be part of the entire process from quality planning, quality decision and improvement process which key to building a culture of teamwork and foster feedback which is key to TQM implementation success.

3.5.8 Communication barriers

Smith (1994) cautions that the result of poor communication in organisations can be the fall in the drive, energy and the passion for quality management initiative. Tamimi and Sebastianelli (1998) further asserted that poor communication in firms, including service organisations, had been found to results in major hindrances in the successful implementation of total quality management and other quality programmes. Effective sharing of information among employees and other stakeholders of firms is thus very important for the successful implementation and maintenance of total quality management programmes. It therefore implies that all the key component of the TQM programme must be well communicated to all stakeholders through presentations, discussion, training, dialogue and any other forms of communication in the firm to open interest parties of the tenets of the TQM program for smother implementation (Rao et al., 1996; Claver et al., 2001).

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 INTRODUCTION

This section of the study provides a detailed version of the research methodology by vividly outlining the various processes involved in the data gathering process. The research methodology however incorporated the research philosophy/paradigm, research design and rationale, population, sample size and sampling techniques, data collection instruments, data sources, data analysis techniques, validity and reliability, limitation of the study and ethical considerations.

4.2 RESEARCH PHILOSOPHY/ PARADIGM

Generally, the envisaged study will follow both a positivist and a phenomenological philosophy. The decision to choose the two paradigms is based on the research problem outlined earlier. The positivist paradigm will cover the survey among the employees of the emerging small construction and mining firms. Kaboub (2008:343) asserts that this paradigm can be observed empirically and explained with logical analysis. The criterion for evaluating the validity of a scientific theory is whether our knowledge claims (i.e. theory-based predictions) are consistent with the information we can obtain using our senses. Positivist research methodology (methodological individualism) emphasises micro-level experimentation in an environment that eliminates the complexity of the external world (e.g. social, psychological, and economic linkages between unemployment, and crime or suicide.

According to Hussey and Hussey (1997:54), the phenomenological paradigm tends to produce qualitative data (this would fit well with the case study); produces data that is rich

55

and subjective (in-depth interviews that will be utilised) and the location is natural. Bryman and Bell (2011:24) view research paradigm as a cluster of beliefs that dictates what should be studied, how the research should be done, and how results should be interpreted. Blumberg, Cooper and Schindler (2011:17) maintain that a research philosophy is distinguished between two main philosophies.

Positivism is a research philosophy adopted from the natural sciences and based on the principle that the social world exists externally and viewed objectively by an independent researcher who takes an objective analyst role. Neuman (2011:520) postulates that positivism is a research paradigm which combines a deductive approach with precise measurement of quantitative data, to allow the researcher to discover and confirm causal laws that permit predictions about human behaviour.

Interpretivism: Social sciences require a different research philosophy, and as such, the social world cannot be understood by applying research principles adopted from the natural sciences. Also called phenomenology, this philosophy rests on the idea that human experiences are inherently subjective and are determined by the context in which people live.

4.3 QUALITATIVE RESEARCH METHODS

Qualitative research has multiple definitions. In general, qualitative research attempts to describe a particular event or phenomena through the collection of verbal and written descriptions generated from those study participants involved in the event. Often this data is collected on-site, amid the event or phenomena. According to Locke, Spirduso, and Silverman (2014:96), qualitative research is a "means for describing and attempting to understand the observed regularities in what people do, or in what they report as their experience. Qualitative researchers differ in their approach from their quantitative peers

in that they study the "meanings individuals create" within a particular event or phenomena rather than studying behaviours that can be quantified (Gall et al., 2007:32).

Qualitative research methods thus address business objectives through techniques that allow the researcher to provide an elaborate interpretation of market phenomena, without depending on numerical measurement (Zikmund, Babin, Carr & Griffin, 2013:132). Creswell (2009:16) further adds that in this research method, the researcher seeks to find the meaning of the phenomenon from the views of the participants. The general purpose of qualitative research methods claims by Salkind (2012:13), is to examine human behaviour in the social, cultural, and political contexts in which they occur. Moreover, qualitative is justified on the premise that the researcher seeks to gain in-depth knowledge on TQM and customer satisfaction issues at DHA through the administration of structured interviews.

4.4 QUANTITATIVE RESEARCH METHOD

Quantitative research is steeped in the notion of observable, objective behaviours that translate into numerical data sets (Gall et al., 2007). Quantitative research can be either experimental or non-experimental in design. For the quantitative portion of this study, the researcher used a non-experimental approach. According to Gall et al. (2007: 299), the non-experimental quantitative design is most useful when the researcher intends to study "phenomena as they exist". That is true for this particular study. The three types of non-experimental approaches include descriptive, causal-comparative, and correlational (Gall et al., 2007). The researcher employed longitudinal descriptive research for the student quantitative data portion of the study.

For the quantitative section of this study, the researcher would use both descriptive and correlational approaches to the analysis customer and employee survey data gathered from DHA Welkom Regional Office. According to Gall et al. (2007:332), the purpose of

57

correlational research is the discovery of "relationships between variables through the use of correlational statistics". Through the use of both descriptive and correlational statistical analysis, the researcher would not only be able to assess the perception of service quality and satisfaction from the perspective of the customer but would also be able to establish the relationship with critical success factors of total quality management (TQM).

Yin (2009) suggests that survey research can best answer questions regarding who, what, where, how many, and how much while focusing on events as they are occurring. Gall et al. (2007) consider survey research a best practice when the goal is the collection of data that can be applied to a much larger population. As such, the use of survey research for this particular study would be most effective.

4.5 RESEARCH DESIGN

Mixed methods. The study employed the use of a mixed-methods research approach to combine both quantitative and qualitative data collection and analysis to research the perceptions and challenges of service delivery in the DHA Welkom Regional Office. Through the use of a mixed-method design, a researcher can reap the benefits of both quantitative and qualitative designs, allowing for a richer analysis of an event, process, or phenomenon (Burke-Johnson & Onwuegbuzie, 2004). According to Gall, Gall and Borg (2007:32), a mixed method approach can provide "richer insights and raise more interesting questions for future research than if only one set of studies is considered". In other to understand perceptions and challenges of service delivery in the DHA, it is crucial to analyse quantitative employee and customer data as well as qualitative data from the management of the organisation.

A review of the literature on mixed-methods research indicates that this is becoming a third research paradigm (Johnson, Onwuegbuzie, & Turner, 2007). According to Tashakkori and Teddlie (2003), mixed-methods research goes beyond the gathering and presentation of qualitative and quantitative data as separate entities. It involves the incorporation of both data sets using any one of several designs, to allow the data to work together to provide more in-depth answers to the research questions. Within the mixed-methods approach, there are multiple potential study designs. Caracelli and Greene (1997:23) propose three component designs. These include triangulation, in which different methods are used to assess the same research question with a goal of convergence; complementary, a method featuring a dominant approach allowing the other method to enhance the dominant data; expansion, different methods are used for distinct research questions. Also, Caracelli and Greene (1997:23) identify four integrated designs. First, they describe the iterative design, which features an ongoing interaction between the qualitative and quantitative approaches resulting in a spiralling effect. Second, they refer to the embedded methodology featuring the nesting of one of the two approaches within the other, yielding "creative tension." Third, there is the holistic approach which focuses on the interdependence of the two methodologies. Finally, there is the transformative approach, which espouses the full use of each approach, allowing both to be completely experienced with little interaction between the two.

To provide the most thorough answers to the research questions in this study, the research chooses an embedded approach. Creswell and Plano Clark (2007) provide a similar explanation of this approach to that of Caracelli and Greene (1997), indicating that the qualitative and quantitative data analysis runs concurrently and sequentially. This allows one type of data to be embedded within the other, so that the one can use the other in order to better inform the analysis. The author embedded the qualitative data within the larger context of quantitative data, further explaining the quantitative results.

4.6 TARGET POPULATION

There are 50 employees of the DHA Welkom available for the research all of whom participated. About clients, the specific number is difficult to state, but given the population of the Free State, the population could be estimated at around 400 000 in Welkom, as indicated by the 2016 national census.

The study identified a population size of one hundred (150) participating respondents drawn from staff and clients of the Welkom regional office. With regards to clients, the study sets out a set of strict population characteristics which includes clients have used the services of the DHA Welkom for the last ten years to date, clients who are residents of the province and who are South African citizens, as well as foreigners.

4.7 SAMPLING

A purposive approach to sampling was applied, allowing the researcher to apply some judgment in selecting the membership of the sample based on research goals (Creswell, 2007). There are 50 employees of the DHA Welkom available for the research, all of whom all were selected to participate. For practical reasons, 150 clients were selected using convenience sampling limited to walk in clients. Clients were served with questionnaires as they left the DHA offices. Therefore, in all, a sample size of 200 respondents (50 staff and 150 clients) was used.

The sample size for the qualitative study was 10 of the 50 employees of DHA. The use of a small sample size in qualitative studies is common for social science studies (Crouch & McKenzie, 2006:484). Moreover, according to Creswell (2014), the recommended sample size for qualitative studies can be between 3 to 10 subjects. Similarly, in a study by

Quinlan (2011), it was confirmed that qualitative studies investigators usually work with a relative smaller number of participants per research.

4.8 DATA COLLECTION

Both questionnaires and interview guides were used for data collection. The questionnaires and interview guides were designed in line with the research objectives. The quantitative approach of the study used two sets of closed-ended structured questionnaires. The first questionnaire was designed purposely for employees of DHA to seek for their candid opinions on critical success factors that enhance total quality management and service quality. On the other hand, the second questionnaire was designed purposely for clients of DHA to seek their opinions on their satisfaction with services received from DHA. For the qualitative approach, in-depth interview was used to gather information to understand opinions on the service quality challenges confronting employees of DHA and the strategies put in place by management to mitigate against such challenges.

4.9 DATA ANALYSIS

Data analysis is a method used by the researchers to reduce and organise data to produce findings that require interpretation by the researcher (Burns & Grove, 2003). For the in-depth interviews, the researcher thoroughly listened to the recording several times to understand the participants' perception. The recordings of the in-depth interview were then transcribed into a word document and uploaded in NVivo software for analysis. In conducting the data analysis, the researcher adopted the Moustakas (1994) data analysis process. This analysis comprises of seven steps which break down the data into meaningful parts to enable the researcher to come up with interpretation and meaning.

According to (Park, 2006), the seven steps involved: horizontalizing data, clustering meanings, describing the textures of the experience, describing the structures of the experience, constructing a textural-structural description, validating data, and synthesising textural and structural meanings and essences.

Quantitative data from the questionnaires were coded and keyed into the Statistical Package for Social Sciences (SPSS) version 20 for the data analysis. The study made use of descriptive statistics in the form of percentages and frequencies to assess the demographic variables of the respondents such as gender, age, educational level, tenure etc. The researcher also used simple regression analysis to assess the impact of the critical success factors of total quality management (top management commitment, employee training and education, employee involvement, organisational quality culture) on customer satisfaction at DHA.

4.10 VALIDITY AND RELIABILITY

Nieuwenhuis (2005) further states that research aims to be able to draw conclusions from the findings and verify the data. As a result, the validity and reliability of the data and study are considered below.

4.10.1 Validity

The concept of validity is described by a wide range of terms. This concept is not a single, fixed or universal concept, but rather a contingent construct, inescapably grounded in the processes and intentions of particular research methodologies and projects (Winter 2009). Although some researchers, for example, Marshal and Rossman (2014) have argued that

the term validity is not applicable to qualitative research, they have realised the need for some kind of qualifying check or measure for their research. For example, Creswell and Miller (2008) suggest that validity is affected by the researcher's perception of validity in the study and his/her choice of paradigm assumption. As a result, many researchers have developed their own concepts of validity and have often generated or adopted what they consider to be more appropriate terms, such as, quality, rigour and trustworthiness (Davies & Dodd, 2007; Lincoln & Guba, 2009; Mishler, 2009; Seale, 2010; Setbacks, 2010). For this study, validity was ascertained by making sure that instruments used bring out the desired information related to TQM perspective of service quality delivery in the DHA.

4.10.2 Reliability

According to Turney and Robb (2006), reliability is the extent to which measurements reflect true individual differences among the interviewees. They also assert the heterogeneity of human beings means that a perfectly reliable set of measurement would be unaffected by random or chance events and would, therefore, be capable of measuring attributes without error. To this effect, the researcher used similar questions to different respondents to understand their views on customer satisfaction and critical success factors for service quality and total quality management. This has been applied to ascertain the reliability of the study in line with what Turney and Robb (2006) labelled as consistency or reliability, which the investigator should maintain on the instruments used for the study.

4.11 ETHICAL CONSIDERATIONS

According to Russel and Purcell (2009), research ethics refer to a set of strategies that offer direction for solving ethical hitches and command how research should be plotted. Firstly, the researcher asked for permission from the DHA`leadership and customers. Secondly, the researcher informed the participants by fully disclosing the procedures and purpose of the study. The participants` rights to privacy were protected by restricting access to participant identification. For example, the names of respondents will not be disclosed. The researcher also informed all participants about this study, the nature and details of the research being conducted.

CHAPTER FIVE: RESULTS AND DISCUSSIONS

5.1 INTRODUCTION

The focus of this study was to assess the perceptions and challenges of service delivery in the DHA, Welkom Regional Office, from the perspective of Total Quality Management (TQM). This chapter presents the results of the study and also discusses the findings of the study in line with relevant literature.

5.2 RESPONSE RATE

Out of the 50 questionnaires that were administered to employees of DHA, 35 were returned, which gives a response rate of 70%. Out of the 150 questionnaires that were administered to walk-in clients of DHA, a total of 131 could be retrieved, which gives a response rate of 87.3%.

5.3 DEMOGRAPHICS

The demographic data are grouped for two different respondent set-ups namely employees of DHA and customers of DHA. With regards to employees of DHA, their demographic information comprised their gender, age, educational level and tenure (number of years spent working at DHA). For customers of DHA, their demographic information comprised of gender, age, educational level and employment status.
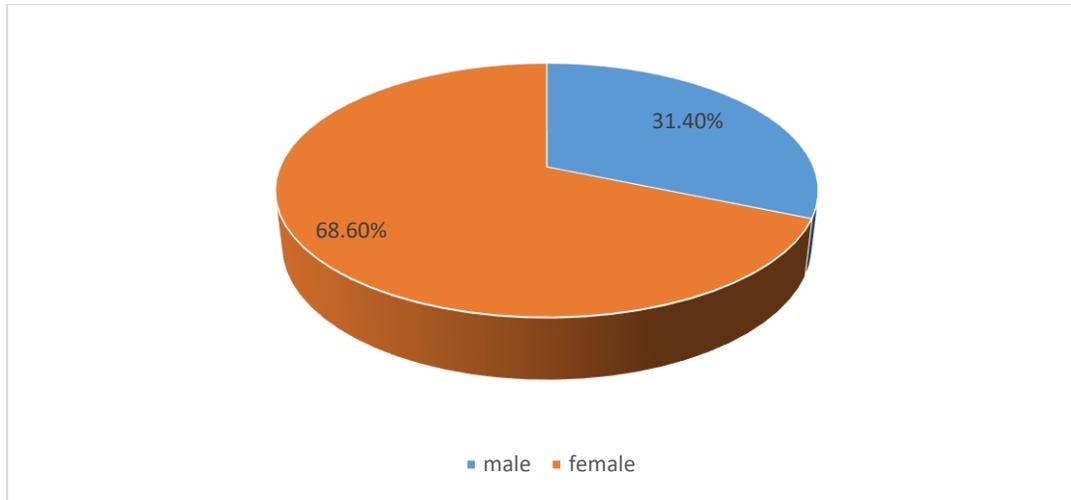
Figure 51: Gender of employees

According to results from Figure 5.1, it could be inferred that the majority of employees who participated in the study were females (68.6%) whiles males constituted 31.4%. This is not an indication that females outnumber males at DHA office, but rather an indication that for this study, more females participated than males.
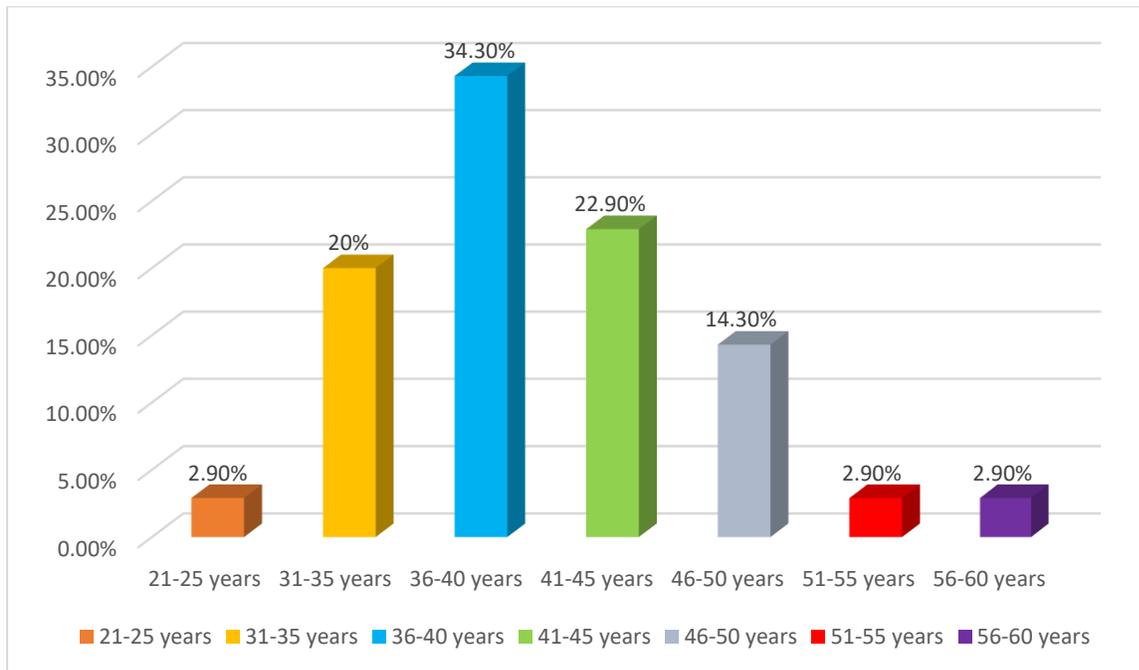
Figure 5.2: Age of employees

In terms of the age distribution of the respondents, it was found that the majority of them were between the ages of 36-40 years as they constituted 34.2% of the total respondents. Respondents between the ages of 41-45 years constituted 22.9% of the respondents, while 20% of the respondents were between the ages of 31-35 years. 14.3% of the respondents were also between the ages of 46-50 years. The minority of respondents who constituted 2.9% were between the ages of 21-25 years; 51-55 years and 56-60 years, respectively.
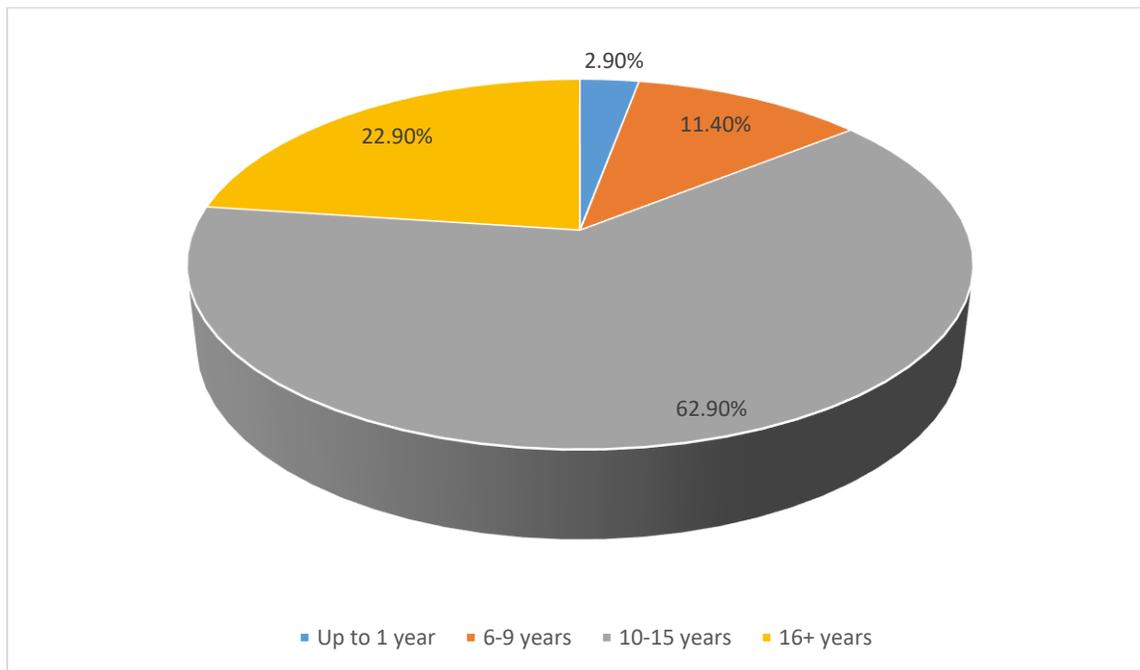
Figure 5.3: Tenure of employees

In terms of the working experience of employees, it was found that majority of the respondents have worked at DHA for 10-15 years (62.9%). On the other hand, 22.9% of the respondents have worked at DHA for more than 16 years, while 11.4% of the respondents have worked at DHA for 6-9 years. Only 2.9% have worked at DHA for 1 year.
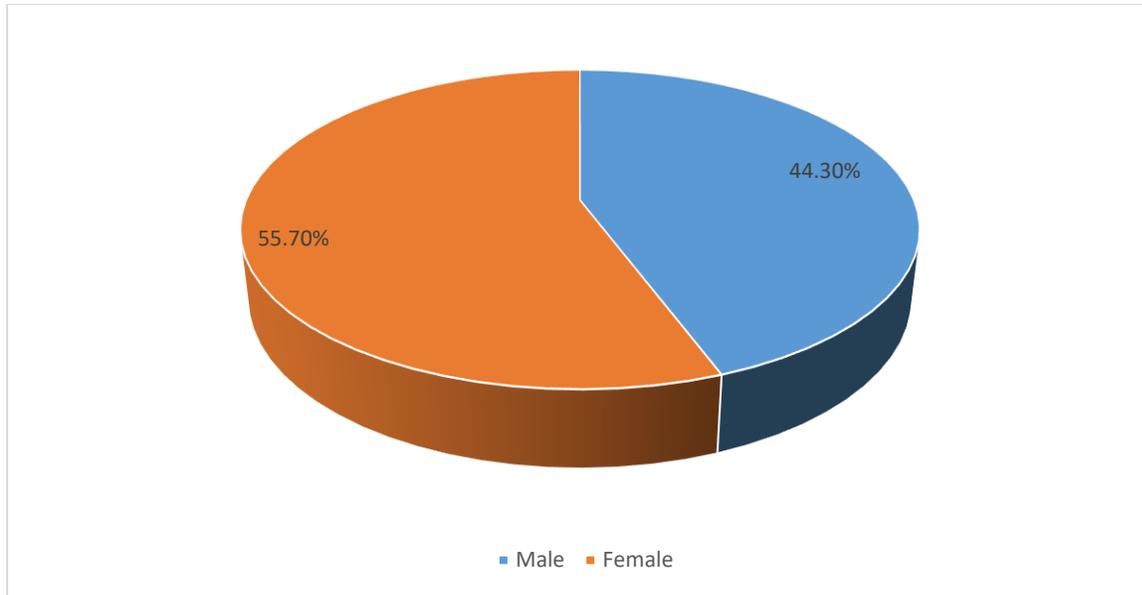
Figure 5.4: Gender of clients

According to results from figure 5.4, it could be inferred that 55.7% of customers of DHA who participated in the study were females, whiles males constituted 44.3% of the respondents.
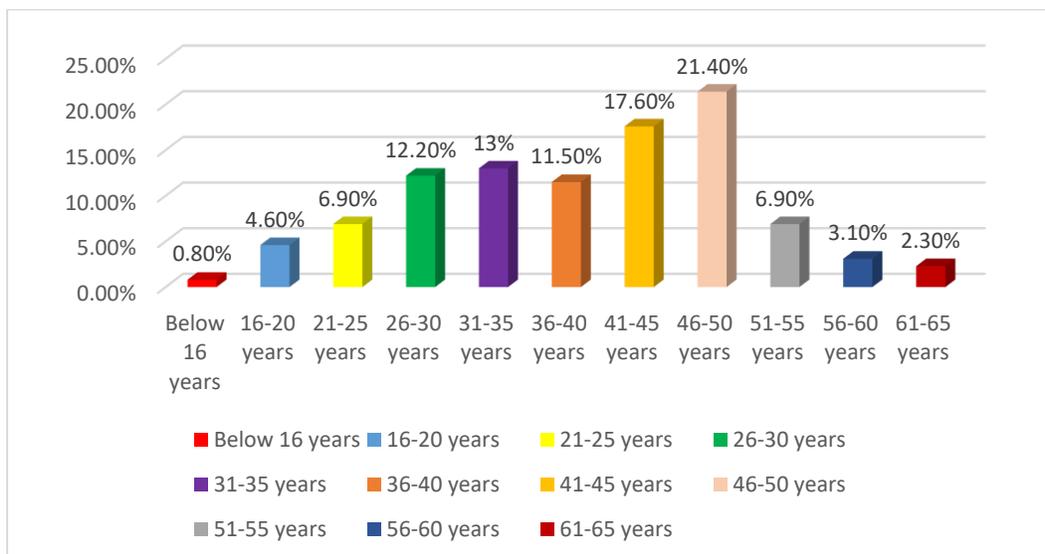
Figure 5.5: Age of clients

With regards to the age distribution of the respondents, it was found that majority of customers of DHA who participated in the study were between the ages of 46-50 years as they constituted 21.4%. 17.6% of the respondents were between the ages of 41-45 years; 13% of the respondents were between the ages of 31-35 years; 12.2% of the respondents were between the ages of 26-30 years; 11.5% of the respondents were between the ages of 36-40 years. Furthermore, the results show that the minority of respondents comprised 6.9% as they were between the years of 51-55 years and 21-25 years, respectively. 4.6% of the respondents were between the ages of 16-20 years; 3.1% of the respondents were between the ages of 56-60 years; 2.3% of the respondents were between the ages of 61-65 years. Only 0.8% of the respondents were below 16 years.
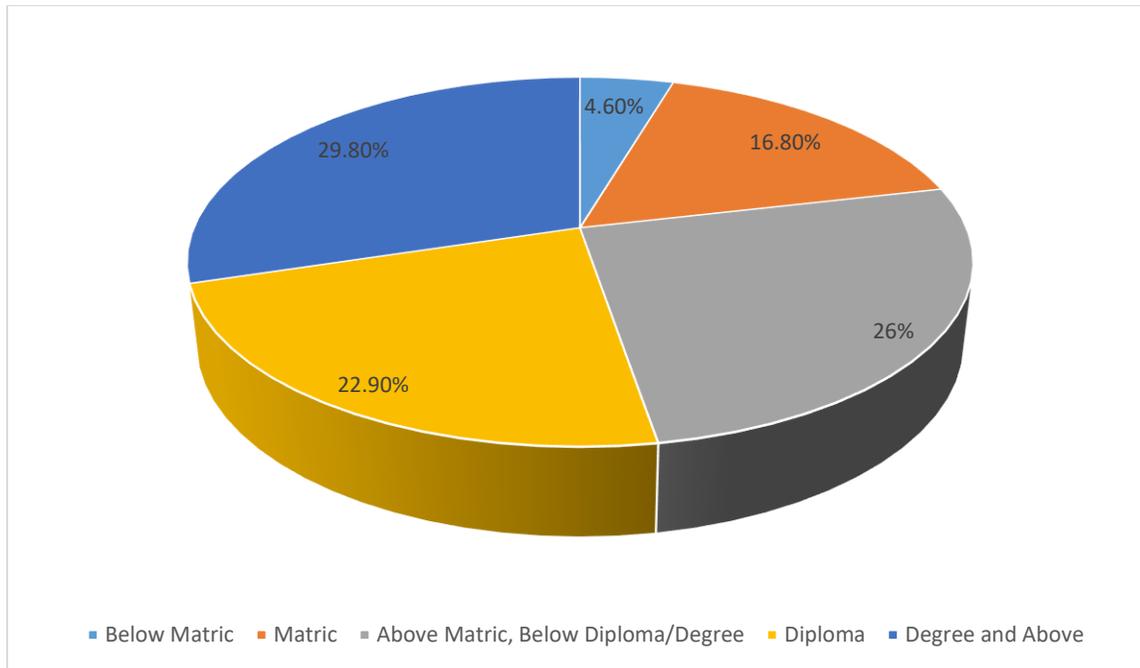
Figure 5.6: Educational level of clients

For customers who participated in the study, most of the customers who participated in the study have their degree and other postgraduate degrees as they constituted 29.8%. 26% of the respondent are above the matric level but below the diploma/degree level,

while 22.9% of the customers are at the diploma level. 16.8% of the respondents are at the matric level, while 4.6% are below the matric level.
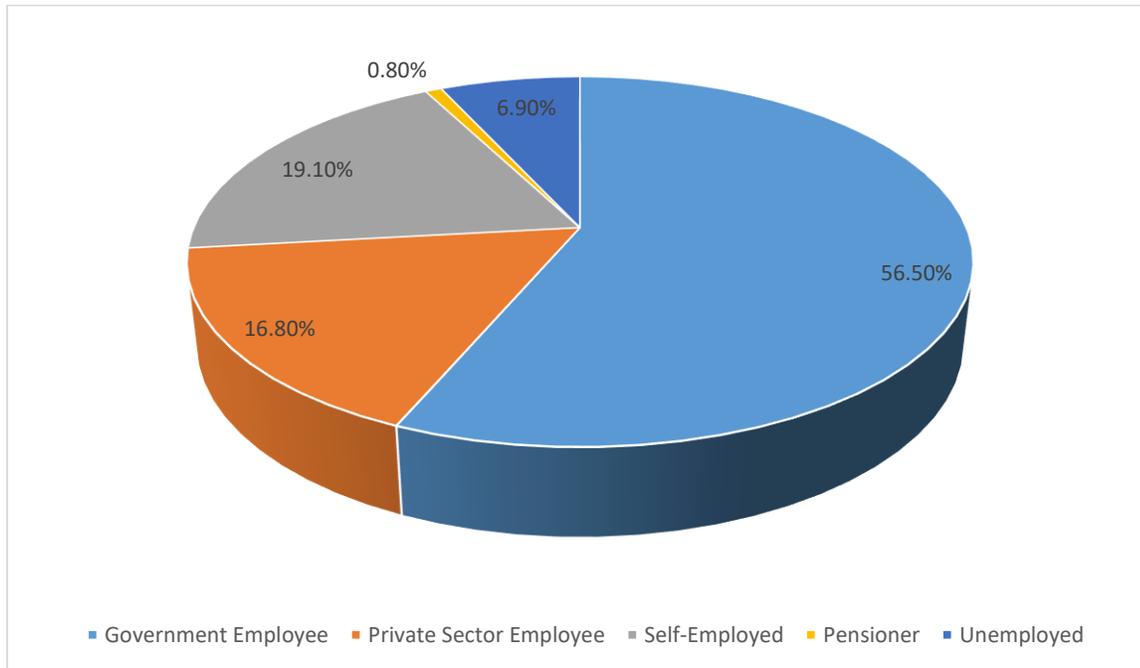
Figure 5.7: Employment status of clients

With regards to the employment status of the respondents, it was found that most of the customers of DHA who participated in the study are government employees as they constituted 56.5% while 19.1% of the respondents are self-employed. 16.8% of the respondents are private sector employees while 6.9% are unemployed. Only 0.8% of the respondents are pensioners.

5.4. RESULTS AND DISCUSSIONS BASED ON RESEARCH QUESTIONS

5.4.1: Employee perceptions about service quality

Frequencies and percentages were used to assess the perceptions of employees about five service quality dimensions, reliability, responsiveness, assurance, empathy and tangibility.

Table 5.1: Employee perceptions about service quality

Dimension	Employee perceptions about service quality					
	PERCEPTION	NEGATIVE	NEGATIVE	NEUTRAL	POSITIVE	POSITIVE
	Statement / rating	Strongly disagree	Disagree	Can't Tell	Agree	Strongly Agree
Reliability	Applications are always responded to on time	1	11	9	12	2
	Clients are reassured when problems occur	1	2	5	24	3
	I always carry out tasks to client satisfaction	2	2	8	20	3
	I always deliver service on promised time	4	10	7	11	3
	DHA keeps accurate records of clients	3	9	12	10	1
	DHA informs clients when services will occur	1	3	6	20	5
	TOTAL	12	37	47	97	17
	AVERAGE %	23.3%		22.4%	54.3%	
Responsiveness	Employees provide prompt service to clients	1	1	4	25	4
	Employees are always willing to help	1	0	7	24	3
	Employees always respond to requests	1	0	7	26	1
	TOTAL	3	1	18	75	8
	AVERAGE	3.8%		17.1%	79.1%	
Assurance	Employees of DHA are trustworthy	0	0	14	20	1
	Customers feel safe in dealings with me	1	2	10	19	3
	I am always polite to clients	1	2	10	19	3
	I always receive support in doing my job	3	11	5	16	0
	TOTAL	5	15	39	74	7
	AVERAGE	14.2%		27.9%	57.9%	
Empathy	I provide Individualized attention is to clients	1	4	5	23	2
	I always understand clients' needs	0	4	10	19	2
	I have the best interest of clients in mind	1	3	8	21	2
	The DHA operates at convenient hours	1	2	4	21	7
	TOTAL	3	13	27	84	13
	AVERAGE	11.4%		19.3%	69.3%	
Tangibility	DHA utilizes up to date equipment	6	9	8	11	1
	DHA has visually appealing facilities	4	9	8	12	2
	I am always well-dressed	2	3	6	14	10
	Facilities at the office is modern	5	9	4	10	7
	TOTAL	17	30	26	47	20
	AVERAGE	33.6%		18.5%	47.9%	
OVERAL AVERAGE PERCENTAGE PERCEPTION		17.3%		21.0%	61.7%	

Table 5.1 shows that overall, the majority (61.7%) of employees who took part in the research rate service delivery in the Welkom Regional office of DHA positively.

5.4.1.1 Employee perceptions about the reliability of service

According to results from Table 5.1, it could be inferred that most of the employees do perceive that client applications are always responded to within a given timeframe (Agree=34.3%, Strongly Agree=5.7). However, a good number of respondents also attested that client applications are not always responded to within the given timeframe (Strongly disagree=2.9%, Disagree=31.4%) while 25.7% of the respondents were uncertain as to whether client applications were responded to within a given timeframe or not. This, therefore, implies that there is more room for improvement in terms of response to client applications in real time at the DHA. The responses show that to some greater extent employees of DHA reassure clients of quality services when problem arise as this was attested by the majority of respondents (Agree=68.6%, Strongly Agree=8.6%) while 14.3% of respondents remained uncertain about the subject matter. The minority of employees of DHA did assert that reassurance was not provided to clients when problems arise (Strongly Disagree=2.9%, Disagree=5.7%). The dependability of employees to carry out their tasks to the satisfaction of clients identified by the majority of respondents as a characteristic of service quality at DHA (Agree=57.1%, Strongly Agree=8.6%). Moreover, the minority of respondents thought otherwise (Strongly Disagree=5.7%, Disagree=5.7%) while the remaining 22.9% of the respondents remained uncertain.

From the perspective of most of the employee's services are not delivered to clients at the time promised (Agree=31.4%, Strongly Agree=8.6%) while a good number of employees also have the view that services provided are delivered at times promised (Strongly Disagree=11.4%, Disagree=28.6%) while 20% of the respondents remained uncertain. From the responses, as much as 34.3% of the respondents are unsure about the accurate keeping of clients' records. Moreover, 28.6% and 2.9% of the respondents do attest that

72

DHA keeps accurate records of clients while the remaining respondents do perceive that DHA does not keep accurate records of clients (Disagree=8.6%, Strongly Disagree=8.6%). According to the majority of employees, DHA always informs clients about when services will occur (Agree=57.1%, Strongly Agree=14.3%) while 17.1% of the respondents remained uncertain. The minority of respondents did assert that DHA does not inform clients about when services will occur (Strongly Disagree=2.9%, Disagree=8.6%).

5.4.1.2 Employee perceptions about the responsiveness of service

From the results, most of the respondents do attest that DHA provides prompt services to clients (Agree=71.4%, Strongly Agree=11.4%) while the minority of respondents thought otherwise (Disagree=2.9, Strongly Disagree=2.9%). Moreover, 11.4% of the respondents did remain uncertain on the subject matter. From the responses, most of the respondents do attest that employees are always willing to provide help to clients (Agree=68.6%, Strongly Agree=8.6%) while 20% of the respondents remained uncertain. Only 2.9% of the respondents thought otherwise on the subject matter.

From the results, most respondents do attest that employees always respond to requests of clients (Agree=74.3%, Strongly Agree=2.9%). Moreover, 20% of the respondents were unsure about employees' response to requests of clients always, while the remaining 2.9% of respondents thought otherwise.

5.4.1.3 Employee perceptions about assurance dimension of service quality at DHA

According to the results from Table 5.1, most of the respondents comprising 57.1% and 2.9% respectively attest that employees of DHA are trustworthy, while 40% remained uncertain. Majority of the respondents are also of the view that customers feel safe in

dealing with employees (Agree=54.3%, Strongly Agree=8.6%) while 28.6% remained uncertain. The minority of respondents comprising 2.9% and 5.7% thought otherwise as they were of the view that customers did not feel safe in dealing with employees of DHA. Again 54.3% and 8.6% of respondents think that employees of DHA are polite, while 28.6% of the respondents were uncertain. 2.9% and 5.7% of the respondents thought otherwise.

According to 45.7% of the respondents, they hold the view that employees have the support to do their job well. Moreover, a good number of respondents comprising 31.4% and 8.6% respectively do attest that employees do not have support to do their job well, while the remaining 14.3% remained neutral on the subject matter.

5.4.1.4 Employee perceptions about the empathy of service

From the results from Table 5.1, majority of the respondents think that individualised attention is always provided to clients (Agree=65.7%, Strongly Agree=5.7%) while the minority of respondents thought otherwise (Strongly Disagree=2.9%, Disagree=11.4%). 14.3% of the respondents remained uncertain about the subject matter. From the respondents, it could be deduced that to some greater extent employees of DHA do understand the needs of clients as this was attested by the majority of respondents (Agree=54.3%, Strongly Agree=5.7%) while 11.4% of the respondents thought otherwise. 28.6% of the respondents remained uncertain about the subject matters. From the results, 60% and 5.7% of the respondents respectively asserted that employees of DHA have the best interest of clients in mind. 22.9% of the respondents remained neutral while the remaining 2.9% and 8.6% of respondents respectively thought otherwise.

According to the results, 60% and 20% of respondents do attest that DHA operates at convenient hours, while 11.4% remained neutral. Only a few of the respondents

comprising 2.9% and 5.7% of respondents were of the view that DHA does not operate at convenient hours.

5.4.1.5 Employee perceptions about tangibility dimension of service quality at DHA

From the results, it was found that to a greater extent, DHA does not utilise up to date equipment as this was attested by the majority of respondents (Disagree 25.7%, Strongly Disagree=17.1%). As much as 22.9% were uncertain about the existence of up to date equipment being utilized at DHA while 31.4% and 2.9% of respondents respectively opined that DHA makes use of up to date equipment. Again, a good number of respondents thought that DHA does not have visually appealing facilities (Strongly Disagree=11.4%, Disagree=25.7%), while 22.9% of the respondents remained uncertain. Moreover, 34.3% and 5.7% of the respondents are of the view that DHA has visually appealing facilities. Most of the respondents do attest that employees of DHA are well-dressed (Agree=50%, Strongly Agree=28.6%) while 17.1% remained neutral on the subject matter. 5.7% and 8.6% who formed the minority thought otherwise. According to most respondents, facilities at DHA are what should be found in modern-day Home Affairs office (Agree=28.6%, Strongly Agree=20%). 11.4% of respondents remained neutral while a good number of respondents also asserted that 25.7% and 14.3% of the respondents do attest that facilities at DHA are not what should be found in modern-day Home Affairs Office.

5.4.1.6 Discussion of results on perceptions of employees about service quality

The first objective of the study sought to assess employee perceptions about the service quality at DHA. From the findings of the study, it could be deduced that in a nutshell, employees to a greater extent hold positive perceptions about four dimensions of service quality at DHA namely responsiveness, reliability, empathy and assurance. However, clients did not hold many positive perceptions about tangibility dimension of service quality

since most of them attested that DHA does not have up to date equipment and facilities that are required in a modern DHA office. Comparing the findings of the study with relevant literature, it could be deduced that the employee perception about service quality is related to their assessment of the service quality output/outcome which Sharma and Patterson (1999) define as the technical aspect of service quality. According to Lovelock (1996), the technical aspect of service quality looks at the actual outcomes or what is delivered. In this regard, it could be rightly inferred that in terms of what employees deliver to the customers of DHA, they perceive that they are doing well in terms of responsiveness, reliability, empathy and assurance but tangibility is a problem to them. The implication, therefore, is that employees of DHA do perceive that the lack of up to date facilities and equipment that befits the status of a modern-day DHA is the main impediment to service quality at DHA. Another implication that could be deduced is that employees of DHA do not see much to be wrong with their relations and professionalism in dealing with customers in terms of their responsiveness, reliability, assurance and empathy.

5.4.2: Client perceptions about service quality at DHA

Table 5.2: Client perceptions about service quality

Dimension	PERCEPTION	NEGATIVE	NEGATIVE	NEUTRAL	POSITIVE	POSITIVE
	Statement / rating	Strongly disagree	Disagree	Can't tell	Agree	Strongly agree
Reliability	My applications are always responded to within the given timeframe	4	9	5	60	53
	Employees always reassure me when problems arise	5	11	24	51	40
	Employees are dependable to carry out their tasks to my satisfaction	1	9	10	64	47
	Service is always delivered at times promised	1	17	16	55	42
	My records with the department are accurate	1	3	9	50	68
	The department always informs clients when services will occur	4	12	18	46	51
	TOTAL	*16*	*61*	*82*	*326*	*301*
	AVERAGE %	*9.8%*		*10.4%*	*79.8%*	
Responsiveness	Employees provide prompt service to clients	3	18	8	66	36
	Employees are always willing to help	4	16	12	53	46
	Employees always respond to my requests	5	11	18	48	49
	TOTAL	*12*	*45*	*38*	*167*	*131*
	AVERAGE %	*14.5%*		*9.7%*	*75.8%*	
A	Employees of DHA are trustworthy	5	7	35	40	44

76

	I feel safe in dealings with employees	2	10	17	58	44
	Employees of DHA are polite	2	16	16	51	46
	Employees have support from their seniors in order to do their job well	1	3	30	54	43
	TOTAL	10	36	98	203	177
	AVERAGE %	8.8%		18.7%	72.5	
Empathy	DHA provides individualized attention to clients	2	7	13	64	45
	Employees always understand my needs	1	12	17	62	39
	I believe employees of DHA act with the best interest of clients in mind	1	11	22	62	35
	DHA operates at convenient hours	4	14	19	58	36
	TOTAL	8	44	71	246	155
	AVERAGE %	9.9%		13.6%	76.5%	
Tangibility	DHA utilizes up to date equipment	2	5	22	55	47
	DHA has visually appealing facilities	2	6	20	62	41
	Employees of DHA are always well-dressed	1	3	16	60	51
	Facilities at the office are what should be found in modern-day Home Affairs Office	2	6	16	56	51
	TOTAL	7	20	74	233	190
	AVERAGE %	5.2%		14.1%	80.7%	
OVERAL AVERAGE PERCENTAGE PERCEPTION		9.6%		13.3%	77.1%	

Table 5.2 shows that overall, the majority (77.1%) of clients who took part in the research rate service delivery in the Welkom regional office of DHA positively.

5.4.2.1 Client perception about the reliability of service

According to results from Table 5.2, most of the respondents do attest that their applications are being responded to within the given timeframe (Agree=45.8%, Strongly Agree=40.5%) while just a few of the respondents comprising 3.1% and 6.9% did assert their applications were not always responded to within the given timeframe. Only 3.8% of respondents remained neutral on the subject matter.

Most of the customers did attest that employees always reassure them when problems arise (Agree=38.9%, Strongly Agree=30.5%) while 18.3% remained neutral on the subject matter. 3.8% and 8.4% of the respondents did assert that employees do not always reassure them when problems do arise. Again, most customers did attest that employees of DHA are dependable to carry out their tasks to their satisfaction (Agree=48.9%,

77

Strongly Agree=35.9%) while 7.6% of the respondents remained neutral on the subject matter. The minority of respondents were of the view the employees are not dependable and hence do not carry out tasks that meet their satisfaction (Strongly Disagree=0.8%, Disagree 6.9%).   Majority of respondents comprising 42% and 32.1% respectively attested that services of DHA are always delivered at times promised while 12.2% of the respondents remained neutral. On the other hand, 0.8% and 13% of the respondents do attest that services provided by DHA are not delivered at times promised. Majority of respondents also attest that their records at the DHA are accurate (Agree=38.2%, Strongly Agree=51.9%) while 6.9% of the respondents remained neutral. 0.8% and 2.3% of the respondents did assert that their records at the DHA are not accurate.

According to the results, most of the customer do attest that DHA always informs clients when services will occur (Agree=35.1%, Strongly Agree=38.9%) while 13.7% of the respondents remained neutral on the subject matter. Only 3.1% and 9.2% of the respondents did assert that DHA does not inform clients about when services will occur.

5.4.2.2 Client perception about the responsiveness of service quality

Most of the customers are also of the view that DHA provides prompt service to clients (Agree=50.4%, Strongly Agree=27.5%), while 13.7% of the respondents remained neutral. Few of the respondents comprising 13.7% and 2.3%, did attest that employees do not provide prompt service to clients of DHA. Most of the respondents did attest employees are willing to provide help to customers of DHA (Agree=40.5%, Strongly Agree=35.1%) while 9.2% of the respondents remained neutral on the subject matter. The minority of respondents comprising 3.1% and 12.2% of the respondents did assert that employees of DHA are not willing to help clients. According to most of the customers, employees always respond to their requests (Agree=36.6%, Strongly Agree=37.4%) while 13.7% of the respondents were uncertain about employees' response to their requests.

The minority of respondents did attest that employees of DHA do not respond to their requests (Disagree=8.4%, Strongly Disagree=3.8%).

5.4.2.3 Client perception about the assurance of service

Most of the customers do opine that employees of DHA are trustworthy (Agree=30.5%, Strongly Agree=33.6%). However, in as much as 26.7% of respondents remained neutral, the minority of the customers who participated in the study held the opinion that employees of DHA are not trustworthy (Disagree=5.3%, Strongly Disagree=3.8%).

From the results, most of the customers who participated comprising 44.3% and 33.6% respectively feel safe in dealing with employees of DHA. 13% of customers are unsure about their safety in dealing with employees of DHA while the minority of respondents to not feel safe in dealings with employees of DHA. Politeness on the part of employees was opinionated by the majority of customers who participated in the study (Agree=38.9%, Strongly Agree=35.1%). 12,2% of respondents were unsure about the politeness of customers while the minority of respondents held the view that employees of DHA are not polite. Most of the customers further opine that employees of DHA have support from their seniors to do their job well (Agree=41.2%, Strongly Agree=32.9%). In as much as 22.9% remained neutral, few of the customers comprising 0.8% and 2.3% respectively held the view that employees do not have support from their seniors to do their job well.

5.4.2.4 Client perception about the empathy of service

Most of the respondents comprising 48.9% and 34.4% respectively assert that DHA provides individualized attention to clients while the minority of respondents comprising 1.5% and 5.3% respectively thought otherwise. The remaining 9.9% remained neutral on the subject matter.

According to the results, most customers of DHA do opine that employees always understand their needs as this was attested by 47.3% and 29.8% of the respondents. Moreover, the minority of respondents thought otherwise (Disagree=9.2%, Strongly Disagree=0.8%), while 16.8% remained neutral. Most of the customers of DHA did attest that they believe that employees of DHA act with the best interest of the clients in mind (Agree=47.3, Strongly Agree=26.7%). In as much as 16.8% of the respondents remained neutral, the remaining minority comprising 0.8% and 8.4% respectively thought otherwise.

According to the majority of respondents, DHA operates at convenient hours (Agree=44.3%, Strongly Agree=27.5%) while few respondents comprising 3.1% and 10.7% think that DHA does not operate at convenient hours. Moreover, 14.5% of the respondents remained neutral.

5.4.2.5 Client perception about the tangibility of service

In terms of the use of up to date equipment, most of the respondents attested positively to that (Agree=42%, Strongly Agree=35.9%) while the minority of respondents thought otherwise (Disagree=3.8%, Strongly Disagree=1.5%). 16.8% of customers were unsure as to whether DHA utilises up to date equipment or not. According to the results, most of the respondents do opine that DHA has visually appealing facilities (Agree=47.3%, Strongly Agree=31.3%). 15.3% of the respondents remained neutral while the minority of respondents comprising 1.5% and 4.6% did assert that DHA does not have visually appealing facilities. From the results, it could be deduced that most of the customers do opine that employees of DHA are always well dressed (Agree=45.8%, Strongly Agree=38.9%) while 12.2% remained uncertain. The minority of respondents opine that employees of DHA are not well-dressed (Disagree=2.3%, Strongly Disagree=0.5%). According to most of the respondents, the facilities of DHA is what should be found in a modern-day Home Affairs Office (Agree=42.7%, Strongly Agree=38.9%) while 12.2% of respondents remained uncertain. The minority of respondents comprising 4.6% and 1.5%

respectively opine that the facilities of DHA are not what should be found in a modern-day Home Affairs Office.

5.4.2.6 Discussion of results on client perceptions about service quality at DHA

The second objective sought to assess the perceptions of customers about the service quality at DHA. The findings of the study showed that employees hold positive opinions mostly about tangibility, reliability and assurance while positive perceptions about responsiveness and empathy are quite low. The customer perception about service quality could, therefore, be explained from the perspective of the functional aspect of service quality which examines the relations between service quality from organisations and customers' perception about service quality (Sharma & Patterson, 1999).

According to Parasuraman et al. (1994), service quality from the functional perspective looks at how services are being delivered to customers. In this regard, it could be rightly inferred that in as much as employee perception about service quality depict the technical aspect of service quality (outcome/output of service quality), the functional element of service quality is concerned with "how" service quality is delivered to the end users or customers. Since the practical aspect of service quality looks at how service quality is delivered to the customers, the disconfirmation theory is appropriate to discuss customer perception about service quality.

According to Zeithaml et al. (1999), the disconfirmation theory postulates that the expectations of customers about a product or service become a reference point for the formation of their perceptions about a product or service. In this regard, customers form positive opinions about a product or service when their expectations meet the service being rendered to them. On the other hand, negative perceptions are being created when customers' expectations do not meet the service being provided to them.

Relating the disconfirmation theory to the customer perception about the service quality at DHA, it could be deduced that employees hold positive opinions about tangibility, reliability and assurance at the DHA because to a greater extent their expectations about these service quality dimensions are being met. On the other hand, the low positive perceptions about responsiveness and empathy dimensions of service quality at DHA indicates that to a greater extent, the expectations of customers on these two dimensions of service quality are not being met.

5.4.3 Differences in employee versus client perceptions of service quality

Table 5.3: Mean score ranking of service quality

Service Quality Dimensions	Customers (Mean Scores)	Rank	Employees (Mean Scores)	Rank
Reliability	4.06	2nd	3.33	4th
Responsiveness	3.91	4th	3.80	1st
Assurance	4.00	3rd	3.45	3rd
Empathy	3.95	5th	3.65	2nd
Tangibility	4.10	1st	3.16	5th

To understand the observed differences in employee versus customer perceptions about service quality, the mean score ranking analysis was utilised. The choice of the mean score ranking analysis was to enable the researcher to do a comparison of customer versus employee perceptions about service quality dimensions, namely reliability, responsiveness, assurance, empathy and tangibility.

According to Table 5.3, **tangibility** (up to date equipment, visually appealing facilities, well-dressed employees as well the existence of facilities which meets modern day Home

Affairs Office) stood out from the client perspective. However, employees rated it the least. **R**eliability emerged as the second most crucial service quality from a client perspective, while employees view it as the least important. The **assurance** dimension (trustworthiness of employees, politeness of employees, and feeling safe) was ranked third by both employees and customers. Although the **responsiveness** was ranked 4th by the customers, employees rated it as first. Lastly, the **empathy** dimension was listed as the least important by clients. However, the employees ranked it as the second most prominent dimension of service quality.

From the results, it is clear that while clients believe that the DHA has the right equipment and facilities, and so should be expected to use these facilities to deliver quality services employees think otherwise of the equipments and facilities. That notwithstanding, employees of DHA believe that they are doing their best to provide quality services to customers by being responsive and reliable and also exhibiting assurance and empathy. It is therefore clear that there are differences in employee perception of service quality versus the client perception of service quality. Due to these differences, it is difficult for employees to realise that they are not meeting the expectations of clients.

5.4.3.1 Discussion of employee vs customer perceptions about service quality

The observed differences are discussed within the context of the technical versus functional aspects of service quality (Sharma & Patterson, 1999). From the technical perspective, it is argued that employees hold different views about service quality because they perceive service quality from the perspective of the outcome/output and not the process, or how service quality is being delivered to the customers. On the other hand, customers perceive service quality based on the process, or how service quality is being delivered and not the outcome/output.

According to Zeithaman and Bitner (2003), service quality should be looked at from the perspective of customers since their perception of service quality reflects what they expect against what they have received. The customer perspective of service quality is also in congruence with the disconfirmation theory. In this regard, it could be deduced that customers of DHA see lapses in service quality rendered to them in terms of responsiveness and empathy, hence the need for more improvements in these areas so far as service quality is concerned. However, the employee low positive perception about the tangibility perception about service quality should also be looked at since it could serve as an impediment to service quality delivery.

5.4.4 The general academic/professional competence level of DHA employees
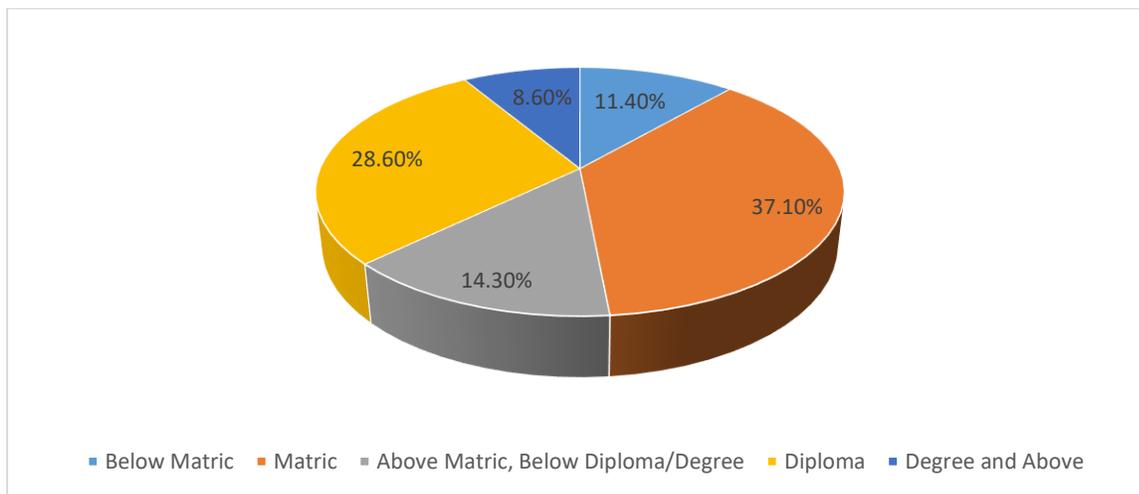
Figure 5.8: Educational level of employees

In terms of the educational level of employees of DHA, it was found that most of the employees are at the matric level as they constituted 37.1%. Moreover, 28.6% of the respondents are the diploma level, while 14.3% are above the matric level but below the diploma/degree level. 11.4% are below the matric level. 8.6% have their degree and other postgraduate certificates. From the researcher's perspective, for service quality to be enhanced at the DHA, there is the need for most of the employees to upgrade their educational levels from the matric level to at least the diploma level and possibly get to

the degree levels and above. This upgrade in educational competency will enable employees to be equipped in the knowledge and skills to deal effectively with service quality at DHA. Gupta and Bansal (2011) assert that the educational level of employees influences employee perceptions of service quality. Therefore, the educational differences among employees of DHA can explain differences in opinions about service quality.

5.4.5 Extent of employee in-service training at DHA
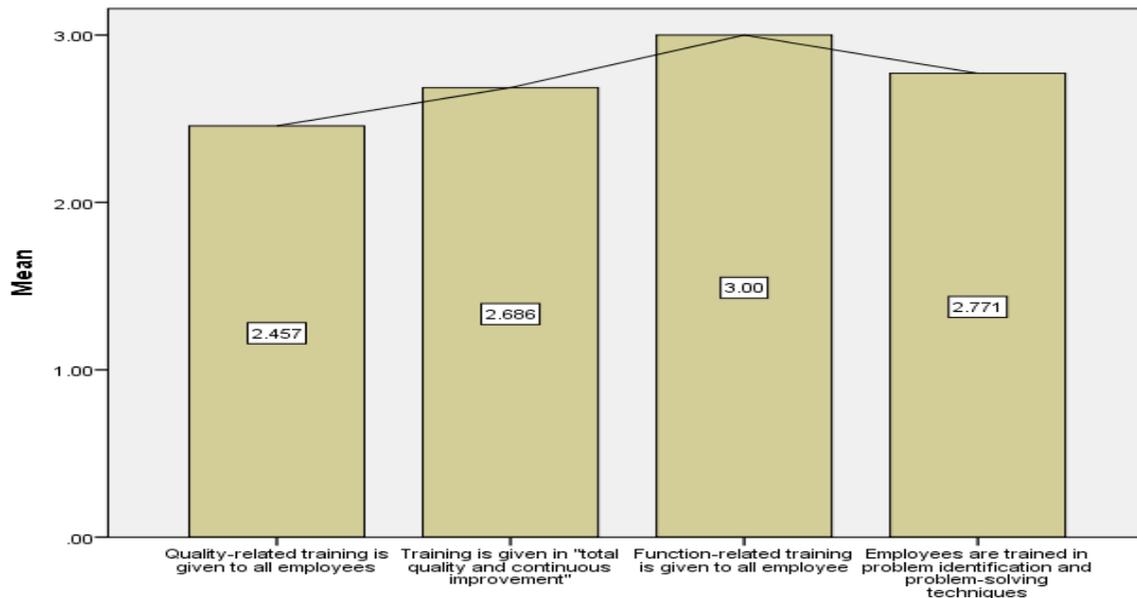
Figure 5.9: Extent of employee on-the-job training at DHA

The extent of employee in-service training at DHA was done the mean score ranking analysis. According to the mean scores, it could be inferred that employees of DHA are often given function-related training since it had the highest mean score value of 3.00. The second most prominent in-service training provided has to do with training in problem identification and problem-solving techniques (Mean Score=2.77) while training in total quality and continuous improvement was identified as the third most prominent in-service training given to employees at DHA (Mean Score=2.686). The least on-the-job training provided to employees at DHA is quality related in nature as it had the least mean score value of 2.68. This finding is in congruence with literature to some extent. According to

Talib and Rahman (2013), training is beneficial in enhancing employee knowledge about total quality management and problem-solving skills. Other researchers such as Sureshchandar and Rajendran (2002) do opine that service organisations require training and development to enhance their skills and knowledge about quality management systems. In as much as literature places much emphasis on the relevance of training in enhancing total quality management, problem-solving and quality management systems, such in-service training are not very prominent at DHA since its most prominent training is functionally based. The implication, therefore, is that there is more room for improvement regarding training in problem-solving, total quality management and quality management systems at DHA.

5.4.6 Challenges in delivering quality service in the DHA

The third objective of the research was to identify the significant challenges of delivering quality service at the DHA Welkom Regional office. The following findings were made.

System failure: When some of the customers of DHA were interviewed about the challenges they encounter in having access to service quality, one of the key issues raised was a system failure. A respondent explained that system failure at the DHA, Welkom Regional Office was quite frequent, thereby bringing about a lot of inconveniences for customers.

Lack of convenient hours (opening on weekends): Some of the customers expressed the displeasure about the lack of convenient hours at the DHA. Due to the busy schedules of some customers, weekends would have been the most appropriate days for them to access the services of DHA. However, since DHA does not operate on the weekends, they find it difficult to have access to the services of DHA.

Delays in processing of documents: Delays in the processing of documents is another critical problem that customers talked about. The existence of these delays in processing documents brings about a lot of frustrations on the part of customers, which does not enhance service quality at all.

Under-staffed workers: From the perspective of some of the customers, the poor services rendered by DHA is due to the under-staffed workers. In their opinion, they could observe that employees at the DHA are inadequate to provide the kind of quality services that are being demanded by the customers.

The challenges identified in the study are not consistent with literature. In a survey conducted by Bryslan and Curry (2001), they found that the main challenge confronting the delivery of service quality in catering had to do with the inability to provide prompt response to the needs of clients (responsiveness) as well as challenges in providing accurate and reliable services to clients. These challenges are embedded in the challenges being encountered at DHA because system failure and delays and processing of documents shows deficiencies in the responsiveness dimensions of service quality at the DHA. On the other hand, the problem of under-staffed workers indicates that DHA has problems with providing reliable services to customers.

5.4.7: Top management commitment to quality at DHA

The mean score ranking analysis in Figure 5.10 shows that the best attitude of top management is the setting of objectives for quality performance, the while the least the was taking responsibilities for quality performance. Anthony and Leung (2002) opine that top management commitment has a vital role to play in the implementation of TQM in an organisation. Hence their support and dedication are needed. According to Thai and Igel (2006), top management commitment is reflected in their provision of vision for TQM as well as establishing of rules and regulations and also responsibilities of employees in the quest to ensure the successful implementation of TQM.
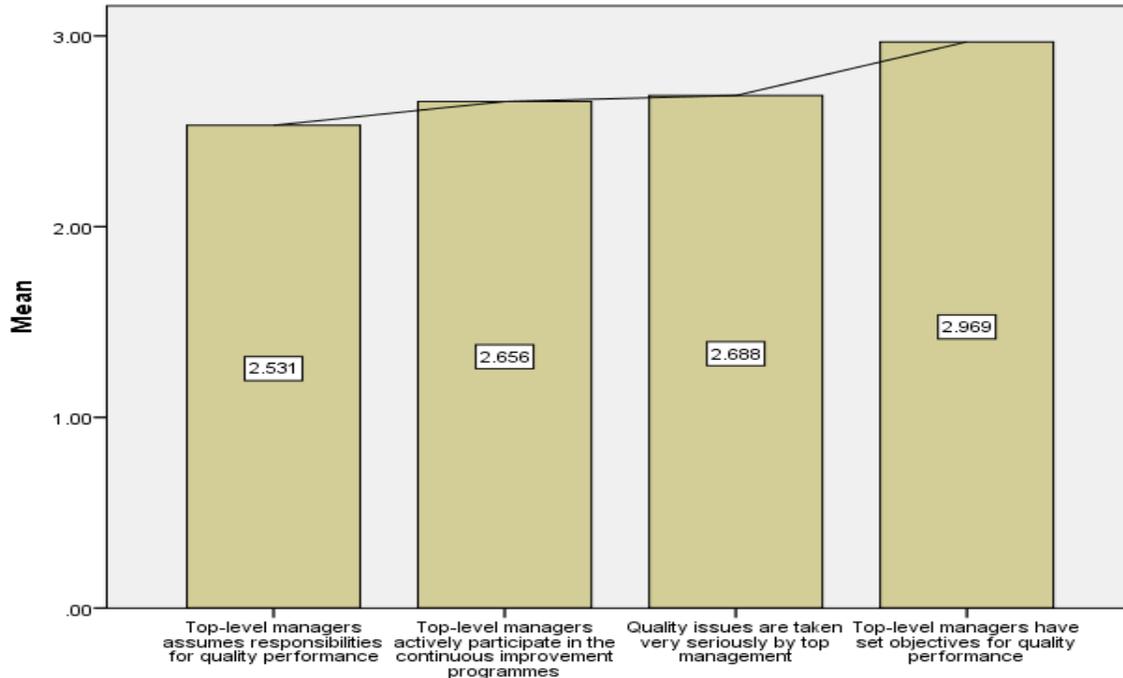
Figure 5.10: Top management commitment to quality

Comparing the findings of the study with relevant literature, therefore, it could be deduced that top management at DHA to some extent are committed to TQM since they have positive attitudes which are reflected in their setting of objectives for quality performance, showing seriousness in quality issues, participating in TQM and continuous improvement programs among others.

5.4.8 Impact of TQM practices on employee job satisfaction at DHA

In this section, the study analysed data on the impact of four TQM practices (top management commitment, employee involvement, employee training, and organisational culture) on employee job satisfaction. The simple linear regression analysis was used to assess the impact of each of the TQM practice (independent variable) on employee job satisfaction (dependent variable).

5.4.8.1: Impact of top management commitment on employee job satisfaction

Table 5.4a: Model summary

Model	R	R Square
1	.509[a]	.259

a. Predictors: (Constant), Top Management Commitment

Table 5.4b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.105	1	6.105	9.791	.004[b]
Residual	17.458	28	.623		
Total	23.562	29			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Top Management Commitment

Table 5.4c: Co-efficients[a]

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.790	.488		3.665	.001
Top Management Commitment	.544	.174	.509	3.129	.004

According to the results, it was found that the variation in the dependent variable (employee satisfaction) explained by the independent variable (top management commitment) is 25.9% (R-Square=0.259). From the ANOVA table, it was found that the entire regression model was statistically fit since its sig-value of 0.004 was less than 0.05. This gives the implication that the independent variable (top management commitment) has a higher potential of statistically predicting the dependent variable (employee satisfaction). The results further show that a significant positive relationship exists between top management commitment and employee job satisfaction at DHA (β=0.509,

p=0.004). This indicates that as senior management become more committed in managing the affairs of DHA, employees also become satisfied with their jobs and vice versa.

5.4.8.2 Impact of employee involvement on employee satisfaction

Table 5.5a: Model summary

Model	R	R Square
1	.562[a]	.316

a. Predictors: (Constant), Employee Involvement

Table 5.5b: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.783	1	7.783	13.870	.001[b]
	Residual	16.834	30	.561		
	Total	24.617	31			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Employee Involvement

Table 5.5c: Co-efficients[a]

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.503	.500		3.009	.005
Employee Involvement	.713	.191	.562	3.724	.001

90

According to results, it could be deduced that the variation in employee satisfaction (dependent variable) could be explained by the independent variable (employee involvement) by 31.6% (R-Square=0.316). The ANOVA table also showed that the entire regression model was statistically fit since its sig-value (0.001) was less than 0.05. From the coefficient table, it was found that a significant positive relationship exists between employee training and job satisfaction at DHA (β=0.562, p=0.001).

5.4.8.3 Impact of employee training on employee satisfaction

Table 5.6a: model summary

Model	R	R Square
1	.701[a]	.491

a. Predictors: (Constant), Employee Training

Table 5.6b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.579	1	11.579	27.055	.000[b]
Residual	11.984	28	.428		
Total	23.562	29			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Employee Training

Table 5.6c: Co-efficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.099	.430		2.552	.016
Employee Training	.814	.157	.701	5.201	.000

a. Dependent Variable: Employee Satisfaction

91

Results from the regression output show that 47.3% of the variation in the dependent variable (employee satisfaction) could be explained by the independent variable (employee training) since the r-squared value was 0.491. The ANOVA table showed that the regression model was statistically fit (Sig value=0.000), giving the indication the independent variable has the highest potential of statistically predicting the dependent variable. From the coefficient table, it could be rightly inferred that a significant positive relationship exists between employee training and employee job satisfaction at DHA (β=0.701, p=0.000).

5.4.8.4 Impact of organisational culture on employee satisfaction

Table 5.7a: Model Summary

Model	R	R Square
1	.817[a]	.667

a. Predictors: (Constant), Organizational Culture

Table 5.7b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.718	1	15.718	56.107	.000[b]
Residual	7.844	28	.280		
Total	23.562	29			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Organizational Culture

Table 5.7c: Coefficients[a]

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.024	.448		-.055	.957
Organizational Culture	1.163	.155	.817	7.490	.000

a. Dependent Variable: Employee satisfaction

The r-squared value of 0.667 indicates that 66.7% of the variation in the dependent variable (employee satisfaction) could be explained by the independent variable (organisational culture). The ANOVA table also displayed the model fitness of the regression model (Sig value=0.000 0.05). From the coefficient table, it was deduced that a significant positive relationship exists between organizational culture and employee job satisfaction (β=0.817, p=0.000).

5.4.8.5 Discussion of the impact of TQM practices on employee job satisfaction

The significant positive relationships between all the four TQM practices (top management commitment, employee involvement, employee training, and organisational culture) and employee job satisfaction at DHA is consistent with the literature. For example, normatively, Thompson et al. (2010) postulate that the utilisation of TQM best practices in organisations leads to higher levels of employee job satisfaction while Gray et al. (2003) also indicate that the use of TQM practices enhances employee job satisfaction, which invariably induces positive organisational outcomes. Empirically, Keng et al. (2005) found that teamwork improves employee job satisfaction while Alsughayir (2014), found that corporate culture enhances employee job satisfaction. Also, Chaichi and Chaichi (2015) found that TQM practices such as employee empowerment, training, compensation and appraisal have significant positive relationships with employee job satisfaction.

5.4.9 The impact of TQM practices on employee perception about service quality

The fourth objective was to determine the impact of TQM practices on employee perceptions of service quality. This section presents the results of the effects of TQM practices on employee perception about the service quality at DHA. The simple linear regression analysis was used to assess the impact of each of the TQM practices (top management commitment, employee involvement, employee training, and organisational culture) on employee perception about service quality.

5.4.9.1 Top management commitment vs. employee perception of service quality

Table 5.8a: Model summary

Model	R	R Square
1	.082[a]	.007

a. Predictors: (Constant), Top management commitment

Table 5.8b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.045	1	.045	.161	.692[b]
Residual	6.719	24	.280		
Total	6.764	25			

a. Dependent Variable: Employee service quality

b. Predictors: (Constant), Top management commitment

Table 5.8c: Co-efficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.297	.386		8.542	.000
Top Management Commitment	.052	.130	.082	.401	.692

a. Dependent Variable: Employee service quality

According to results from the regression output, it could be deduced that only 0.7% of the variation in the dependent variable (employee service quality) could be explained by top management commitment (independent variable. The regression model was not statistically fit (Sig value=0.692 > 0.05). The co-efficient table showed that an insignificant positive relationship exists between top management commitment and employee service quality (β=0.082, 0.692).

5.4.9.2 Employee involvement vs their perception of service quality

Table 5.9a: Model Summary

Model	R	R Square
1	.435[a]	.189

a. Predictors: (Constant), Employee involvement

Table 5.9b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.789	1	.789	5.838	.023[b]
Residual	3.377	25	.135		
Total	4.166	26			

a. Dependent Variable: Employee service quality

b. Predictors: (Constant), Employee Involvement

Table 5.9c: Co-efficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	2.921	.267		10.953	.000
Employee Involvement	.240	.099	.435	2.416	.023

a. Dependent Variable: Employee service quality

According to the results, it could be deduced that employee involvement explains the variation in employee service quality by 18.9% (R-Square=0.189). The ANOVA table showed that the regression model was statistically fit (Sig=0.023 < 0.05), giving the indication that the independent variable has a good potential of statistically predicting the dependent variable. From the ANOVA table, it was found that a significant positive relationship exists between employee involvement and employee service quality (β=0.435, p=0.023).

5.4.9.3 Employee training vs their perception of service quality

Table 5.10a: Model Summary

Model	R	R Square
1	.001[a]	.000

a. Predictors: (Constant), Employee Training

Table 5.10b: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.000	1	.000	.000	.997[b]
Residual	6.557	23	.285		
Total	6.557	24			

a. Dependent Variable: Employee Service Quality

b. Predictors: (Constant), Employee Training

Table 5.10c: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.462	.374		9.257	.000
Employee Training	.001	.132	.001	.004	.997

a. Dependent Variable: Employee Service Quality

According to results from the regression output, it could be inferred that the independent variable (employee training) does not explain any percentage of the variation in the dependent variable (employee service quality) since the r-squared value was 0.000 (0.0%). Per the ANOVA table, it could be deduced that the entire regression table was not statistically fit (Sig value=0.997 > 0.05). The coefficient table showed that an insignificant positive relationship exists between employee training and employee service quality (β=0.001, p=0.997).

5.4.9.4 Organizational culture vs. employee perception of service quality

Table 5.11a: Model Summary

Model	R	R Square
1	.278[a]	.077

a. Predictors: (Constant), Organizational Culture

Table 5.11b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.505	1	.505	1.920	.179[b]
Residual	6.052	23	.263		
Total	6.557	24			

a. Dependent Variable: Employee Service Quality

b. Predictors: (Constant), Organizational Culture

Table 5.11c: Co-efficients[a]

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	2.808	.484		5.802	.000
Organizational Culture	.226	.163	.278	1.386	.179

a. Dependent Variable: Employee Service Quality

According to results from the regression output, it could be deduced that organizational culture explains the variation in employee service quality by 7.7% (R-Squared=0.077). From the ANOVA table, it could be inferred that the regression model was not statistically fit (Sig value =0.179 > 0.05). The co-efficient table shows that an insignificant positive relationship exists between organizational culture and employee service quality (β=0.278, p=0.179).

5.4.9.5 Discussion of impact of TQM on employee perception of service quality

The results on the impact of TQM practices on employee perception about service quality did reveal that, out of the four TQM practices, three of them namely top management commitment, employee training and organizational culture had insignificant relationships with employee perception about service quality. On the other hand, only employee involvement had a significant positive correlation with employee perception about service quality. This finding is not in congruence with literature to a greater extent because, in a study that was conducted by Samat, Ramayah and Saad (2006), it was found that significant positive relationships exist between four TQM practices and employee perception about service quality. The TQM practices that had significant positive correlations with service quality comprised information and communication technology, customer focus, continuous improvement and employee empowerment. Comparing the findings of the study to that of literature, therefore, it could be inferred that the number of TQM practices that enhances employee perception about service quality is more than what was found by the study (employee involvement). The implication, therefore, is that,

98

at DHA only employee involvement enhances employee perceptions about service quality and that, the more employees get involved in the affairs of DHA, the more they have positive opinions about service quality and vice versa.

5.4.10 Impact of TQM practices on client perceptions about service quality

Although this was not an objective of the study, the impact of TQM practices on client perceptions of service quality was also assessed. This section of the analysis presents results on the effect of TQM practices on customer perceptions about the service quality at DHA. The study made use of the simple linear regression analysis to assess the impact of each of the four TQM practices (top management commitment, employee involvement, employee training, and organizational culture) on customer perception about service quality.

5.4.10.1 Top management commitment vs. client perception of service quality

Table 5.12a: Model summary

Model	R	R Square
1	.062[a]	.004

a. Predictors: (Constant), Top Management Commitment

Table 5.12b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.051	1	.051	.103	.750[b]
Residual	13.308	27	.493		
Total	13.359	28			

a. Dependent Variable: Customer Service Quality

b. Predictors: (Constant), Top Management Commitment

Table 5.12c: Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	4.225	.438		9.647	.000
Top Management Commitment	.049	.154	.062	.321	.750

a. Dependent Variable: Service quality

Results from the regression output show that only 0.4% of the variation in the dependent variable (customer service quality could be explained by the independent variable (top management commitment). From the ANOVA table, it could be inferred that the regression model was not statistically fit (Sig value=0.750 > 0.005). The co-efficient table also shows that an insignificant positive relationship exists between top management commitment and customer service quality (β=0.062, 0.750).

5.4.10.2 Employee involvement vs. client perception of service quality

Table 5.13a: Model summary

Model	R	R Square
1	.002[a]	.000

a. Predictors: (Constant), Employee Involvement

Table 5.13b: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.000	.992[b]
	Residual	13.282	28	.474		
	Total	13.282	29			

a. Dependent Variable: Customer Service Quality

b. Predictors: (Constant), Employee Involvement

Table 5.13c: Co-efficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
Constant	4.360	.457		9.531	.000
Employee Involvement	-.002	.175	-.002	-.010	.992

a. Dependent Variable: Customer Service Quality

According to the results, it could be inferred that the independent variable (employee involvement) does not explain any variation in the dependent variable (customer service quality) since the r-squared value was 0.000 (0.0%). The ANOVA table showed that the regression model was not statistically fit (Sig Value=0.992 > 0.05). From the co-efficient table, it could be deduced that an insignificant negative relationship exists between employee involvement and customer service quality (β=-0.002, p=0.992).

5.4.10.3 Employee training vs client perception of service quality

Table 5.14a: Model summary

Model	R	R Square
1	.010[a]	.000

a. Predictors: (Constant), Employee Training

Table 5.14b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.001	1	.001	.003	.958[b]
Residual	12.932	26	.497		
Total	12.934	27			

a. Dependent Variable: Customer Service Quality

b. Predictors: (Constant), Employee Training

Table 5.14c: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.361	.469		9.297	.000
Employee Training	-.009	.170	-.010	-.054	.958

a. Dependent Variable: Customer Service Quality

The regression results show that the r-squared value of 0.000 gives the implication that 0.0% of the variation in the dependent variable (customer service quality) was explained by the independent variable (employee training). Thus, employee training did not explain any difference in customer service quality. The ANOVA table showed that the regression model was not statistically fit (Sig value=0.958 > 0.05). An insignificant negative relationship also exists between employee training and customer service quality (β=-0.010, p=0.958).

5.4.10.4 Organizational culture vs client perception of service quality

Table 5.15a: Model summary

Model	R	R Square
1	.097[a]	.010

a. Predictors: (Constant), Organizational Culture

Table 5.15b: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.123	1	.123	.250	.622[b]
Residual	12.811	26	.493		
Total	12.934	27			

a. Dependent Variable: Customer Service Quality

b. Predictors: (Constant), Organizational Culture

Table 5.15c: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.034	.621		6.492	.000
Organizational Culture	.109	.219	.097	.500	.622

a. Dependent Variable: Customer Service Quality

According to the results, it could be deduced that 1.0% of the variation in the dependent variable (customer service quality) could be explained by the independent variable (organisational culture). However, results from the ANOVA table showed that the regression model was not statistically fit (Sig value=0.622 >0.05). The coefficient table shows that an insignificant positive relationship exists between organizational culture and customer service quality (β=0.097, p=0.622).

5.4.10.5 Discussion of the impact of TQM on client perceptions of service quality

From the regression results, it was found that none of the TQM practices (Top management commitment, employee involvement, employee training and organisational culture) had any significant relationship with the dependent variable (customer perception about service quality). The findings of the study was not consistent with literature. This is because according to Samat et al. (2006), total quality management practices are not limited only to the manufacturing sector but also has significant influences in the service industry. In a study that was conducted by Samat et al. (2006) in Malaysia among 175 service firms, the results of the study showed that the application of TQM practices such as employee empowerment, continuous improvement and information and communication have positive impacts on service quality from the perspective of customers. The finding of the study proved otherwise since none of the TQM practices had any significant impacts on customers' perceptions about service quality. The implication, therefore, is that the adoption and application of TQM practices at the DHA

have not reached the pinnacle where it can transcend into delivering service quality to its customers.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The focus of this study was to assess the perceptions and challenges of service quality from a TQM perspective at the DHA by gathering data from both employees and customers of DHA. Chapter 1 of the study was concerned with the introduction, which had components such as the background to the study, problem statement, research objectives, research questions, among others. Chapters two and three dealt with the review of literature, while chapter four discussed the methodological approaches used for the study. Chapter five presented and discussed the results of the investigation. In this chapter (Chapter six), the conclusions and recommendations are presented.

6.2 CONCLUSIONS BASED ON LITERATURE

A comprehensive review of the literature indicates that the concept of service quality in the service industry is very critical for the operational performance, profitability, improved levels of customer satisfaction, loyalty and the overall performance of organisations (Negi 2009; Keiningham et al., (1995). Furthermore, the review of literature established that since service involves a high level of interaction between customers and employees of service providers, the human factor of the service quality dimensions such empathy, assurance, responsiveness and reliability must receive serious attention without ignoring aspects of tangibility so as to better provide services that would bring high levels of customers satisfaction (Zeithamal 2006; Ndubisi, 2006). It is noteworthy that DHA has had challenges with the service quality which has led to several reported cases of customer complaints and customer dissatisfaction. Furthermore, the review of literature also highlighted the role of total quality management in releasing all the resources of the

organisations at the lowest cost to pursue continuous improvement in process, systems and service to improve on service quality and customer satisfaction (Al-Azawi, 2005; Zadry & Yusof, 2006).

Literature confirmed the fact the total quality management has a positive impact on the service quality of organisations (Hellsten & Klefsjö, 2000). In addition, literature was reviewed on key factors such as the critical success factor and challenges TQM program in organisations which included communication, employee resistance, availability of resource, top management commitment management and training (De Waal & Counet, 2009; Talib & Rahman, 2013; Bhat & Rajashekhar, 2009). It is clear from the literature that TQM culture and practices in service organisations negatively impact on service quality and customer satisfaction if not properly handled. Based on these findings, it is concluded that the adoption and commitment to TQM by DHA could go a long way to improve service quality and customer satisfaction.

6.3 CONCLUSIONS BASED ON RESEARCH QUESTIONS

The first research question: *What are the perceptions of employees about the service quality at DHA Welkom Regional Office?* Employees' perceptions were assessed based on the five dimensions of service quality, namely reliability, responsiveness, assurance, empathy and tangibility. With *regards to responsiveness*, it was found that most employees of DHA had positive perceptions in terms of reassuring clients when problems arise, being dependable to carry out tasks to meet the satisfaction of employees and also providing clients with information about when services will occur. However, employees did not have many positive perceptions on other reliability components such as responding to client applications on time, delivering services to clients at times promised and also keeping accurate records of clients. In terms of responsiveness, it was found that the perceptions of employees were high in all items which include providing prompt services to clients, always willing to help clients and also responding to clients' requests always.

With regards to the assurance dimension of service quality, it could be deduced that perceptions held about employees were not very positive in terms of trustworthiness of employees, customers feeling safe with employees, politeness of employees and also having support to do their work well.

Moreover, the empathy dimension of service quality was encouraging in terms of positive perceptions held by employees in areas of providing individualised attention to clients, having the interest of clients in mind, operating at convenient hours and also understanding clients' needs. In terms of the tangibility dimension of service quality, it was found that employees generally had negative perceptions in terms of the existence of up to date equipment, the presence of visually appealing facilities and also the existence of modern facilities that befit the status of a Home Affairs Office. In the end, overall, the results in Table 5.1 shows that, the majority (61.7%) of employees who took part in the research rate service delivery in the Welkom Regional office of DHA positively. It is therefore concluded that:

> **Employees who took part in the research have a positive perception of service delivery in the Welkom Regional office of DHA.**

The second research question was: *What is the perception of clients about the service quality at DHA Welkom Regional Office?* Client perceptions were assessed along the same five dimensions of service quality, namely reliability, responsiveness, assurance, empathy and tangibility. From the results, it was found that customers do have positive perceptions about the reliability of services provided by DHA in terms of responding to applications of time, delivering services as promised, reassuring employees when problems arise, having accurate records at DHA and informing clients when services will occur. The client perception about responsiveness is also quite positive in terms of providing prompt services to clients, employees willing to help clients and also responding to requests of clients. The perceptions about assurance on the part of clients were also

quite impressive in terms employee trustworthiness, politeness, clients feeling safe with employees, and also employees having support to do their work well. For empathy, it was realized that client perceptions were quite positive in term of DHA providing individualized attention to clients, employees understanding the needs of customers, employees acting in the best interest of clients and also DHA operating at convenient hours. The tangibility perception held by customers were also positive in terms of the use of up to date equipment by DHA, visually appealing facilities, well-dressed employees as well as the existence of facilities that meets the modern day Home Affairs Office. Overall, Table 5.2 shows that overall, the majority (77.1%) of clients who took part in the research rate service delivery in the Welkom regional office of DHA positively. It is therefore concluded that:

Clients who took part in the research have a positive perception about service delivery in the Welkom Regional office of DHA.

The third research question was: *What are the challenges in delivering quality service in DHA Welkom Regional Office?* The following were identified: system failure, lack of convenient hours of work, delays in the processing of documents and under-staffed workers. It is therefore concluded that:

System failure, lack of convenient hours of work, delays in the processing of documents and under-staffed workers pose the most significant challenge to quality service delivery in the Welkom Regional office of DHA.

The fourth and final research question was*: What impact do TQM practices have on employee perception about service quality in the DHA, Welkom Regional Office?* Results of the data analysis as presented in Tables 5.8c; 5.9c; 5.10c and 5.11c indicates that out of the four dimensions of TQM tested; there are no significant differences in perceptions of service quality based on Top management commitment and Employee training (see Tables 5.8c and 5.10c respectively). However, significant positive differences were

observed in perceptions of service quality based on Employee involvement and Organizational culture (see Tables 5.9c and 5.11c, respectively). Therefore, it is concluded that:

Employee involvement and Organizational culture impact positively on employee perception of the quality of service delivered in the Welkom Regional office of DHA.

6.4 RECOMMENDATIONS

Based on the findings of the study and the conclusions derived from it based on the research questions, recommendations are provided for policy and practice as well as for future studies.

6.4.1 Recommendations for policy and practice
6.4.1.1 Reassessment of office facilities

Based on the findings of the study, it was rightly inferred that employees of DHA do opine that they do not have modern day equipment and facilities that are required to enhance their work. Although customers of DHA held a different view, it is still vital for a facility and equipment assessment to be conducted at DHA with the end goal of finding out specific facilities and equipment which are needed by employees to enhance their work. This assessment will be appropriate to settle employee concerns about the lack of up to date equipment and facilities that are required to improve their work.

6.4.1.2 Career advancement opportunities for employees

From the findings in chapter five, it was found that the educational level of most employees of DHA was at the matric level with few having attained their diploma or degree. Given

this, the researcher recommends the need for a career advancement program that will compel employees to upgrade their educational qualifications from time to time. For instance, there can be a career program that is motivational in the sense that upgrade of educational levels attracts incentives such as promotions, fringe benefits, among others.

6.4.1.3 Training and development for employees

Based on the findings of the studies, it was realized that customers hold the view that employees of DHA are not able to meet their expectations adequately in terms of responsiveness (provision of prompt services). These concerns require a rigorous training needs assessment to be conducted in all departments of the DHA to identify the specific training deficits to develop a proper training strategy that would help solve the training deficiencies of employees in the quest to enhance employee service quality at DHA.

6.4.1.4 Make TQM a priority

From the study, it was found that total quality management dimensions such as top management commitment and organisational culture have a positive impact on both employee perception about service quality as well as customer perception about service quality. In this regard, to enhance service quality at DHA, total quality management needs to become a major priority for DHA. The implementation of the total quality management strategy must begin from top management and then be narrowed down to the employees of the organisation so that it becomes imbibed into the core values of DHA.

6.4.1.5 Seek for customer feedback through research surveys

Finally, the study showed that there were discrepancies between employee perception about service quality and customer perception about service quality. For DHA to know the issues on the ground with regards to customer perceptions about service quality, it is important for DHA to have a robust research department that will be responsible for conducting surveys as a way of seeking for customers' feedback on services provided by DHA. This will enable the DHA to be well informed on how they are performing in the eyes of the customers and then know what the customers really want from them.

6.4.2 Recommendations for future research

Based on the findings of this study, the following are proposed for future research.

Firstly, the study recommends the need to expand the scope of this study to cover other states in South Africa in the quest to understand the challenges and service quality perceptions of employees and customers of the Department of Home Affairs.

Secondly, the study recommends that future researchers can replicate this study in other sectors in South Africa, such as the banking sector, construction, and other public institutions.

6.5 SIGNIFICANCE OF STUDY

Theoretical contribution: From a theoretical perspective, the findings of the study will be significant to the Department of Home Affairs and also contribute to academia in the area of total quality management. This is because, total quality management has been well

explored in the manufacturing industry more than the service industry and therefore through the use of DHA as a case study, the findings will provide a South African perspective of TQM in the service industry. The results will, therefore, serve as a good benchmark for future researchers.

Useful contribution: Apart from the theoretical contribution of this study, the study seeks to provide practical recommendations that will help the DHA to improve on its customer services through the adoption of total quality management. In this regard, exploring the critical success factors of TQM and their impact on customer satisfaction will help to identify which of the TQM critical success factors enhance customer satisfaction. The direction and strength of the relationship between the TQM critical success factors and customer satisfaction will help to make meaningful recommendations that will inform management of DHA on what to look out for as they seek to adopt and implement TQM to improve on service delivery among its customers.

6.6 LIMITATIONS

The study considers time as one of the likely constraints that may arise in the course of achieving the set objectives, concerning the possibility of securing appointments with selected staff and clients of the Welkom DHA office. It is also envisaged that the interview schedule and administration of interview materials and questionnaires will not attract a 100% response rate, which is likely to influence the degree of confidence in the reliability of the findings of the research. Nevertheless, a precautionary arrangement will be made to mitigate any lapses by reaching out to an outstanding sample size of the target population.

Financial inadequacy is also envisaged, as it is anticipated that (hopefully surmountable) financial challenges in a study of this magnitude will, as usual, arise to inhibit the progress

of the research work. However, a provisional arrangement is in place to address these challenges. It is equally anticipated that funds may come from external sources who may consider the outcome of this research useful

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APPENDIX I: EMPLOYEE QUESTIONNAIRE

I am Matjatji Elias Mbambo, Master of Technology: Business Administration student at the Central University of Technology (CUT), Free State, Bloemfontein. I am conducting a research on the perceptions and challenges of service delivery in the Department of Home Affairs, Welkom Regional Office. This questionnaire seeks your truthful opinion on issues relating to the research. Your response will be treated with the strictest confidentiality.

	SECTION A (employee demographics) *Please indicate what applies to you the most*						
1.	Gender	**1** Male				**2.** Female	
2.	Age	**(1)** Below 16 years	**(2)** 16-20 years	**(3)** 21-25 years	**(4)** 26-30 years	**(5)** 31-35 years	**(6)** 36-40 years
		(7) 41-45 years	**(8)** 46-50 years	**(9)** 51-55 years	**(10)** 56-60 years	**(11)** 61-65 years	**(12)** 66+ years
3.	Level of education	**1** None / **2** Some but below matric	**3** Matric/ Senior Certificate	**4** Above matric, But below diploma/degree		**5** Diploma	**6** Degree & above
4.	DHA work experience	**1** (up to 1 year)	**2** (2-5 years)	**3** (6-9 years)	**4** (10-15 years)	**5** (16+ years)	

	ITEM	1 Strongly Disagree	2 Disagree	3 Can't tell	4 Agree	5 Strongly Agree
5.	Client applications are always responded to within given timeframe					
6.	Employees always reassure clients when problems arise					
7.	All employees are dependable to carry out their tasks to the satisfaction of clients					
8.	Service is always delivered at times promised					
9.	The department keeps accurate records of clients					
10.	The department always informs clients when services will occur					
11.	Employees provide prompt service to clients					
12.	Employees are always willing to help					
13.	Employees always respond to requests					
14.	Employees of DHA are trust worthy					
15.	Clients feel safe in dealings with employees					
16.	Employees of DHA are polite					
17.	Employees have support to do their job well					
18.	Individualized attention is always provided to clients					
19.	Employees always understand clients' needs					
20.	Employees have the best interest of clients in mind					
21.	DHA operates at convenient hours					
22.	DHA utilises up to date equipment					
23.	DHA has visually appealing facilities					
24.	Employees of DHA are always well-dressed					
25.	Facilities at DHA Welkom are what should be found in modern day Home Affairs office					

Please go to the next page

	kindly express your candid opinions by choosing from the following options: (1) strongly disagree, (2) disagree, (3) can't tell, (4) agree and; (5) strongly agree	1 Strongly Disagree	2 Disagree	3 Can't tell	4 Agree	5 Strongly Agree
26.	Top-level managers assume responsibility for quality performance					
27.	Top-level managers actively participate in the continuous improvement programmes					
28.	Quality issues are taken very seriously by top management					
29.	Top-level managers have set objectives for quality performance					
30.	Employees are encouraged to fix problems they find					
31.	Employees are given the necessary resources to correct quality problems they find					
32.	Employees have technical assistance available to help them solve quality problems					
33.	A problem-solving team is available to employees in solving quality related problems					
34.	Employees' suggestions on quality are seriously considered					
35.	Employees are given feedback on their quality performance					
36.	Employees are recognised for superior quality performance					
37.	Employees are involved in quality-related decision-making process					
38.	Quality-related training is given to all employees					
39.	Training is given in 'total quality and continuous improvement'					
40.	Function-related training is given to all employees					
41.	Employees are trained in problem identification and problem-solving techniques					
42.	Quality is integrated with every organisational activity and not as a separate initiative					
43.	Strategic plans include quality goals					
44.	Quality is everyone's responsibility					
45.	Employees are involved in quality improvement teams					
46.	Cross-functional teams are established for solving quality problems					
47.	Resources are available for supporting quality-related teams					
48.	My opinion of myself goes up when I do this job well					
49.	Generally speaking, I am very satisfied with this job					
50.	I feel a great sense of personal satisfaction when I do this job well					
51.	I am generally satisfied with the kind of work I do in this job					
52.	The amount of personal growth and development I get in my job.					
53.	The feeling of worthwhile accomplishment I get from doing my job					
54.	The amount of independent thought and action I can exercise in my job					
55.	The amount of challenge in my job					

END

THANK YOU!!!

APPENDIX II: CLIENT SATISFACTION QUESTIONNAIRE

I am Matjatji Elias Mbambo, Master of Technology: Business Administration student at the Central University of Technology (CUT), Free State, Bloemfontein. I am conducting a research on the perceptions and challenges of service delivery in the Department of Home Affairs, Welkom Regional Office. This questionnaire seeks your truthful opinion on issues pertaining to service quality. Your response will be treated with the strictest confidentiality.

<table>
<tr><td colspan="9">SECTION A (client demographics)
Please indicate what applies to you the most</td></tr>
<tr><td>1.</td><td>Gender</td><td colspan="4">1
Male</td><td colspan="3">2
Female</td></tr>
<tr><td>2.</td><td>Age</td><td>(1)
Below 16 years</td><td>(2)
16-20 years</td><td colspan="2">(3)
21-25 years</td><td>(4)
26-30 years</td><td>(5)
31-35 years</td><td>(6)
36-40 years</td></tr>
<tr><td></td><td></td><td>(7)
41-45 years</td><td>(8)
46-50 years</td><td colspan="2">(9)
51-55 years</td><td>(10)
56-60 years</td><td>(11)
61-65 years</td><td>(12)
66+ years</td></tr>
<tr><td>3.</td><td>Level of education</td><td>1
None</td><td>2
Some but below matric</td><td>3
Matric</td><td colspan="2">4
Above matric, below diploma/ degree</td><td>5
Diploma</td><td>6
Degree and above</td></tr>
<tr><td>4.</td><td>Employment status</td><td colspan="2">1
Government employee</td><td colspan="2">2
Private sector employee</td><td>3
Self employed</td><td>4
Pensioner</td><td>5
unemployed</td></tr>
</table>

	SECTION B (client perceptions of service quality)					
	kindly express your candid opinions by choosing from the following options: (1) strongly disagree, (2) disagree, (3) can't tell, (4) agree and; (5) strongly agree					
	ITEM	1 Strongly Disagree	2 Disagree	3 Can't tell	4 Agree	5 Strongly Agree
5.	My applications are always responded to within given timeframe					
6.	Employees always reassure me when problems arise					
7.	Employees are dependable to carry out their tasks to my satisfaction					
8.	Service is always delivered at times promised					
9.	My records with the department are accurate					
10.	The department always informs clients when services will occur					
11.	Employees provide prompt service to clients					
12.	Employees are always willing to help					
13.	Employees always respond to requests					
14.	Employees of DHA are trust worthy					
15.	I feel safe in dealings with employees					
16.	Employees of DHA are polite					
17.	Employees have support from their seniors in order to do their job well					
18.	DHA provides individualized attention to clients					
19.	Employees always understand my needs					
20.	I believe employees of DHA act with the best interest of clients in mind					
21.	DHA operates at convenient hours					
22.	DHA utilises up to date equipment					
23.	DHA has visually appealing facilities					
24.	Employees of DHA are always well-dressed					
25.	The facilities of DHA is what should be found in a modern-day Home Affairs office					

THANK YOU!!!