


**APPRAISAL SYSTEMS AND TOTAL QUALITY MANAGEMENT IN THE PUBLIC
SECTOR**

**A CASE STUDY OF NATIONAL WATER AND SEWERAGE CORPORATION
(NWSC)**

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To my parents, Mr and Mrs Mastiko Arnest and my friends, Nafuna Evelyn and Apuno Justine; you are my greatest gifts from God. Thank you for being there for me.

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LIST OF ABBREVIATIONS

CPI:	Consumer Price Index
DTI:	Department of Trade and Industry
GLC:	Government-Linked Company
HR:	Human Resource
NWSC:	National Water and Sewerage Corporation
PAS:	Performance Appraisal Systems
PMS:	Performance Measurement Systems
SOPs:	Standard Operating Procedures
TQM:	Total Quality Management
UK:	United Kingdom

ABSTRACT

This study examines the relationship between appraisal systems and total quality management, a case study of National Water and Sewerage Corporation (NWSC), and how the management could change the minds of its employees and realise that appraisal systems and total quality management are necessary for learning and hard work within the organisation. Therefore, the objectives of the study were: to determine the impact of employee relations on total quality management in NWSC, to determine the impact of operating procedures on total quality management in NWSC and to regulate the effect of customer satisfaction on total quality management in NWSC. However, apart from appraisal systems and total quality management, there were other variables called intervening variables that affect both the dependent and independent variables. These include market orientation and organisational structure. All these therefore make up the conceptual framework.

The literature review of this study has discussions on how appraisal systems and total quality management coordinate to influence the organisational objectives. In this case, the findings in chapter one were enhanced so as to show the level at which appraisal systems and total quality management are used locally and internationally as well. For example, the literature shows how employee relations influence total quality management, where employees have an impact on the quality of the services provided by the organisation. This is through the relationship they have with their supervisors, and how they work together to reach their goals. The literature further mentions how operating procedures influence total quality management, where the works and activities carried out in an organisation has a great impact on the quality depicted by the services provided. An organisation should have the necessary operating procedures carried out daily as routine. These procedures should have unique features that amount to quality services provide to the customers. Customer satisfaction influences total quality management where the customers want customer oriented services. This assists the organisation in knowing its priority in providing the necessary quality services for prompt customer satisfaction. The intervening variables which influence both the dependent and independent variable were organisational culture and market orientation. The organisational culture refers to the environmental values of the organisation and how the organisation carries out its activities so as to amalgamate appraisal systems used and the total quality management acquired in the long run. The market orientation as shown in the literature can influence both the appraisal systems and the total quality management through marketable resolutions on how the customers like their services to be delivered.

This study aimed at collecting both qualitative and quantitative data through the use of primary sources (questionnaires) and secondary sources like text books, the internet, online journals and e-books as well. In addition to these sources, a sample of 34 respondents was selected. Respondents comprised of male and female, all employees in NWSC.

The findings therefore show that appraisal systems and total quality management are positively related, which aids NWSC in its successful ventures as an organisation. With the 34 respondents used, it was found that employee relations and total quality management have a correlation value of 0.217 which signified a positive relationship, operating procedures and total quality management have a correlation value of 0.059 signifying a positive relationship and customer satisfaction and total quality management have a correlation value of 0.042 also showing a positive relationship.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

Brown and Heywood (2005) estimate the determinants of performance appraisal systems are associated with workers having shorter expected tenure and greater influence over productivity. Brown and Heywood (2005) further developed their argument by declaring that the determinants reflect on those circumstances in which the net benefits of performance appraisal are likely to be the greatest. Addison and Belfield (2007) put forward that the use of performance appraisal is associated with similar worker characteristics in addition to the expectation that performance appraisal is negatively associated with tenure.

Rendering to Bernardin (2010), performance appraisals have become an increasingly important tool for organisations to manage and improve the performance of employees, to make more valid staffing decisions, and enhance the overall effectiveness of the firm's services and products. Khanna and Sharma (2014) added that performance appraisal is an important tool in the hands of personal management because this technique accomplishes the main objective of the department of the development of people by appraising the worth of the individual.

Seniwoliba (2014) states that it can be observed from all over the world that organisations that provide constant feedback on performance appraisal to their employees, creates a strong bond between direct reports and supervisors. Similarly, Migiyo and Taderera (2010) suggested that in providing feedback, supervisors should allow employees the opportunity to show their insights and evaluations concerning their performance. Earlier George (1995) stated that well-designed appraisals should provide employees with feedback concerning their

performance, serve as a basis for modifying behaviour toward more effective work habits, and assignments and compensation.

According to Wolf et al., (2011), the drive for Total Quality Management has always been at the top of the agenda of many organisations in the private sector to improve quality, productivity and competitive position. Excellence (n.d.) supplements that quality starts with market research to establish the true requirements for the product or service and the true needs of the customers. Khan (2003) supplemented that the total quality management philosophy ensures effective efficiency by encouraging companies to plan products which develop systems that deliver products only according to the expectations of the customer. Li (2000) believed that the ultimate quality of a product is its ability to satisfy user's needs.

Yaacob (2005) submitted that Total Quality Management has become a strategic effective weapon for the successful of various types of organisations. Yaacob (2005) then supplemented that particular on its importance, Total Quality Management has been implemented in various organisations such as manufacturing small medium enterprises, higher education as well as public departments. Kibe and Wanjau (2014) also proposed that quality management is seen as a strategic tool to improve organisational performance in both large and small businesses and in any part of the world. In the same year, Khandekar et al., (2014) alleged that quality is not only a strategic weapon for competing in the current market place but it also means pleasing consumers, not just protecting them from annoyances.

Chin-keng (2011) believed that practices of any quality management system would not be complete without an effective measurement device. Chin-keng (2011) further observed that such measurement devices would obtain data or results for evaluation on quality of product or services to ensure continuing quality improvement. Reyad (2005) also observed that quality management practices are result oriented approaches, dealing with the service characteristics

that really matter to end-users, guarantees the customers the high quality of service they can receive to show commitment to quality service. Owiti (2014) supplemented that these practices act as mechanisms for maintaining and improving the quality of products or services so that they consistently meet or exceed the customer's implied or stated needs and fulfil their quality objectives.

Courtois and Yockey (2003) found that Total Quality philosophers uphold that Total Quality can be achieved only if organisations change their cultures including the traditional view toward the role of the performance appraisal. Lilt (2000) proposed that in order to implement Total Quality Management, there must be a change in culture and in case of failure to address each in a systematic effort will greatly limit the implementation of Total Quality Management. Kotler (2010) suggests that firms that adopt a program because of peer pressure or just as a marketing tool are less likely to succeed than firms that view these programs as useful development tools and service champions make best practices in service quality a core part of their organization culture.

Soltani, et al., (2006) suggest that many organisational scholars maintain that performance appraisal is a necessary and beneficial component of management systems, even in Total Quality Management organisations, where a number of researchers have developed models to integrate performance appraisal systems with Total Quality Management requirements. Soltani et al., (2006) further commented that there is need for a fundamental change in the traditional practices of performance appraisal and in particular, many Total Quality Management proponents argue that performance appraisal should be brought more in organisations that regard themselves as quality-driven.

1.1 BACKGROUND

Long (2006) suggested that the employees' perception of performance appraisal characteristics is highly depicted on the performance appraisal systems in a total quality management cultured organisation in Malaysia. Sunang (2001) commented that perception of employees towards performance appraisal system plays an important role in contributing performance at the work place and employees with a positive attitude can create a conducive work place environment and better results. Long (2000) added that the performance appraisal characteristics being studied are appraisal frequency, appraisal form, appraisal process, rate participation, career development and appraisal effectiveness. Lam and Schaubroeck (2000) added that from a total quality management oriented point of view, performance appraisal facilitates organisational goal achievement and total quality management initiatives are concerned that appraisal enhances the effectiveness of work teams in their efforts to improve the performance of the organisation as a whole.

Abdullah and Yusoff (2004) argue out that Total Quality Management takes a system oriented perspective in managing individuals and group performance and must be compatible with continuous improvement efforts and customer-based strategies and that the Total Quality Management Driven Multi-Source Assessment provides an alternative to traditional supervisor only appraisal process. Abdullah and Yusoff (2004) then concluded that this study was undertaken to determine whether Total Quality Management based multi-source assessment appraisal is perceived as fairer than traditional supervisor only appraisal system. Yazachew (2007) commented that Multi-rater evaluation provides an integrated assessment of individual performance that maximises the strengths and minimises the weaknesses of individual ratings.

Daoanis and Roe (2012) mentioned that working together as a team leads to the assessment of individuals collectively, and not individually as it was in the traditional way and that the system of performance appraisal traditional in accordance with total quality management is the most effective, objective and fairer system of performance appraisal traditional. Masejane (2012) noted that there are appraisal systems that support total quality management principles such as internal and external customers, team members, co-workers, supervisor and self-evaluation of employees and in order to implement total quality management throughout an organisation, the performance appraisal process has to be modified to match the philosophies espoused by total quality management (Aldakhilallah and Parente, 2002). Daoanis and Roe (2012) added that performance appraisal traditional had focused on a set of attributes, criteria that tangible, including the resident is a person tends to attribute more than others.

Olesugun and Adesola (2013) revealed that there is a significant relationship between assessing lecturers by annual performance appraisal and total quality management in public universities. Igbojekwe and Chigozie (2015) noted that quality of performance in teaching requires that the higher educational institutions prepare the students for their first position as well as provide the basis for performance in future positions. Olesugun and Adesola (2013) therefore recommended that management must ensure the assessment of lecturers' performance thoroughly and continually in order to improve quality in the lecturers and bring overall total quality management in public and private universities. Babagana (2014) also noted that it is essential that lecturers' performances are governed in line with general established professional competencies so as to ensure satisfactory performance and quality assessment.

Soltani, et al., (2004) discovered the report findings from a survey designed to measure the consistency and congruity of HR performance evaluation systems with quality management precepts in UK-based quality-focused organisations. Kiema (2008) noted that quality

management aims to facilitate continuous improvement and development of operations and results. Soltani, et al., (2004) further emphasized that since a fundamental reason for the maintained incompatibility between Total Quality Management and HR Performance Evaluation is the assertion that most variance in performance is caused by system factors.

Omachonu and Ross (2004) pointed out that performance appraisals are most effective when they focus on the objectives of the company and therefore of the individual or group because the eventual outcome of all the work is quality and customer satisfaction. Ross and Perry (2000) supplemented that the integration of Total Quality Management and Performance Appraisal is necessary and that a performance appraisal system should be aligned with the principle of shared responsibility for quality.

Chang and Sinclair (2002) explained that since the introduction of total quality management frequently requires a change in organisational culture and management style, performance measurement can be seen to either inhibit or facilitate the introduction of Total Quality Management. Koh and Low (2008) mentioned that implementing Total Quality Management requires the understanding of organisational culture and changing of its underlying values so that quality becomes a state of mind of organisational members. Flynn et al., (2000) suggested that the top management's support and leadership for quality play the crucial role in ensuring the development and success of quality management.

According to Kumar (2011), the primary objective of performance appraisal in hospitals is to improve the quality of healthcare practice which is the anticipated result of informing physicians of possible performance deficiencies, as in the model of the quality improvement cycle and the educational model of practice reflection. West et al., (2008) also noted that hospitals with high percentages of staff receiving job relevant training, having helpful

appraisals and reporting good support from line managers had both low and decreasing levels of patient mortality at the same time as providing better quality care for patients generally.

According to Raman (2004) of late Total Quality Management has been touted as a suitable substitute or alternative to the performance appraisal system (Allender,1995; Halachmi, 1993). Sidin (2004) noted that the organizational goals should be reflected in performance appraisal in the manner which employee behavior is measured against the achievement of these goals and a quality management approach to performance management (Deadrick, 2001) is based on identifying and separating sources of performance variation attributes to system factors versus person factors.

Kelly and Tlholoe (2014) believed that integrating quality management into the aspects of performance management has proven to be a success in the South African CPI as it has created a culture of quality. According to Edds (2011), a performance management system is sustainable when it permeates the culture and one way of integrating quality into every job is to establish performance management teams. Kelly and Tlholoe (2014) added that team work, innovation and learning facilitates continuous improvement and provides feedback to people in all areas of business operations.

1.2 STATEMENT OF THE PROBLEM

It may be possible that performance appraisal systems sometimes encourage employees to mainly focus on personal goals (Mittal, 2001) rather than the organizational goals. In the past days, the employees did not know anything about appraisal systems, which made them focus on their jobs. Organizations are also conflicted in using either appraisal systems or total quality management for the daily activities in the organization. Many organisations exert most of their effort on either appraisal systems or total quality management but not both. Organisations feel that engaging in both systems puts it in jeopardy in terms of expenses

which is wrong. Soltani, (2005) also noted that the approach driving current policies and practices for human resource performance appraisal might be fundamental conflict with essential requirements of Total Quality Management. With the initiation of Total Quality Management (Ratzburg, 2009) and the extensive use of teams, traditional performance appraisal systems have come under some criticism.

Even with the existing problems stated as above that organisations face, the objective of the study is to find out how NWSC can change the attitude of most employers so as to realise that appraisal systems coordinating with the total quality management system can bring along a lot of benefits within the organisation.

1.3 OBJECTIVES OF THE STUDY

1.3.1 Major Objective

The major objective of his study is to discover the association between appraisal systems and total quality management.

1.3.2 Specific Objectives

- a. To determine the impact of employee relations on total quality management in NWSC.
- b. To determine the impact of operating procedures on total quality management in NWSC.
- c. To determine the effect of customer satisfaction on total quality management in NWSC.

1.4 RESEARCH QUESTIONS AND HYPOTHESIS

- a. What is the relationship between employee relations and total quality management in NWSC?
- b. What is the relationship between operating procedures and total quality management in NWSC??
- c. What is the relationship between customer satisfaction and total quality management in NWSC??

Research Hypothesis

The research hypothesis made in this study was that:

The appraisal systems directed in National Water and Sewerage Corporation have an impact on the quality management of the organisation.

1.5 SCOPE OF THE STUDY

1.5.1 Subject/content scope

The research is focused on how appraisal systems influence the way quality management is portrayed in the NSWC. This research is also most attentive on the professionals especially the employees.

1.5.2 Time scope

Information from NWSC and other organisations was used to acquire the necessary literature on the variables so as to verify how appraisal systems influence total quality management in an organisation. The literature used was ranging from 2004 to date.

In accumulation to the above material, the research was conducted for a maximum period of one year that is from 2015 to 2016.

1.5.3 Geographical scope

This research has been carried out in Kireka. NWSC has many branches and the branch at Kireka, of NWSC was preferred because this is where the numbers of respondents required were situated, and where the research manager that assisted in the research study was based. This made the research a lot easier.

1.6 SIGNIFICANCE OF THE STUDY

The human resource management department in organisations can use this study to uplift the commitment of the workers and appreciate their effort to achieve high standards.

The managers can also use this study to understand that evaluating of the workers' performance can be related to maintaining of high standards in their work.

Entrepreneurs can use this study to assemble profitable businesses that can easily meet the needs of the customer using total quality management and evaluation of workers using the appraisal systems.

Employees can use this study to realise the importance of the appraisal systems and total quality management as a necessity in an organisation or business. This study will help them understand why appraisal systems and total quality management have to team up to obtain services with high standards hence attracting many customers.

1.7 JUSTIFICATION OF THE STUDY

This study was carried out so as to broaden my understanding of the appraisal systems and total quality management. In other words this study was conducted to discover how appraisal systems can work hand in hand with Total Quality Management.

This study was also carried out to understand why NWSC performs most of their operations using evaluations or ranking methods to appraise workers and total quality management to ensure high standards of work.

The study was carried out to find out if appraisal systems and total quality management principles are effective in NWSC and whether they bring out the results desired.

1.8 DEFINITION OF KEY TERMS

Appraisal systems: defined as the systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organisational objectives. Aggarwal et al., (2013) highlight that the performance appraisal system is used in the organisations to measure the effectiveness and efficiency of their employees. Performance appraisal is defined as (Addison and Belfield, 2007) formal appraisal of non-managerial workers at least once a year.

Total Quality Management: defined as a system of management based on the principle that every staff must be committed to maintaining high standards of work in every aspect of an organisation's operations. Brun (2011) states the definition of Total Quality Management to be a corporate culture characterised by increased customer satisfaction through continuous improvements, in which all employees in the firm actively participate.

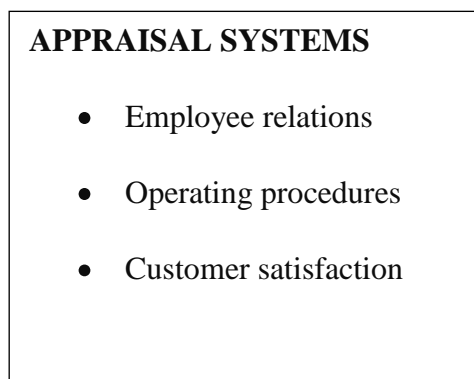
Public sector: defined as the part of an economy that is controlled by the government. According to the business dictionary, public sector is defined as the part of national economy

providing basic goods or services that are either not, or cannot be, provided by the private sector. It further states that it consists of national and local governments, their agencies and their chartered bodies.

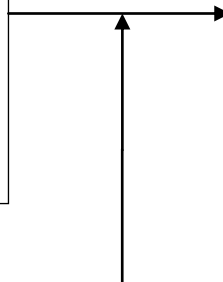
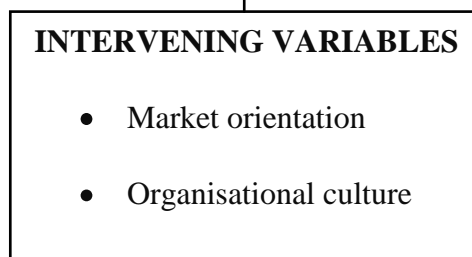
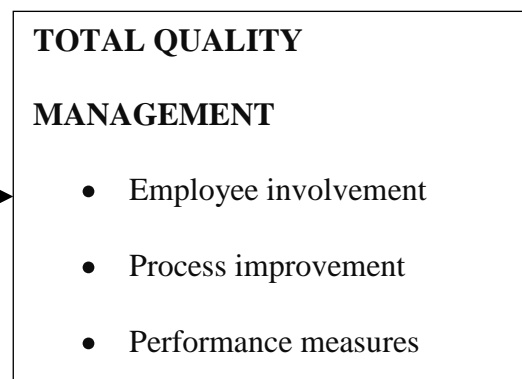
1.9 CONCEPTUAL FRAMEWORK

The conceptual framework is made up of the independent variable and the dependent variable. The independent variable consists of employee relations, operating procedures, customer satisfaction and financial outcomes while the dependent variable consists of the methods and processes, cooperation, data feedback and productivity. The intervening variable which consists of the market orientation and organisational culture affects or influences both the dependent and independent variable.

Independent variable



Dependent variable



Source: Kumar et al., 2009

In this section, it is shown diagrammatically how the independent variable affect or influences total quality management. Kumar et al., (2009) indicate that employee relations affect the quality of products and services in the organisation. This occurs in an organisation where there is existence of employee participation and morale. The employees are the major assets in an organisation and the way they conduct themselves can easily affect the nature of the quality in an organisation. Kumar et al., (2009) also discovered the need of operating procedures to keep up with the quality of an organisation. An organisation should have laid out activities that are necessary to improve on the quality of the products and services. These activities should be well known to the employees to avoid any errors or defects.

Kumar et al., (2009) further established that customer satisfaction is necessary for total quality management. Evidence of quality in the products and services is shown in the customer satisfaction. Customers show that they are satisfied with a product when there is reduced number of customer complaints. Kumar et al., (2009) state that financial outcomes also influence the quality of the products and services in an organisation. In other words, where an organisation has an increase in its finances, has an advantage regarding the quality of the products and services it conveys.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews the literature on related topics of appraisal systems and total quality management from various sources like journals, e-books, text books and the internet. Appraisal Systems and Total Quality Management are necessary requirements for the human resource personnel in any organisation. The researcher draws attention to how appraisal systems influence the quality of goods and services in any organisation. Different areas connecting Appraisal Systems and Total Quality Management will be highlighted, for example employee relations and total quality management, customer satisfaction and total quality management and finally operating procedures and total quality management.

2.1 APPRAISAL SYSTEMS AND TOTAL QUALITY MANAGEMENT

2.1.1 Appraisal systems

Performance appraisal system is a continuous process through which performance of employees is identified, measured and improved in the organisation (Rasheed et al., 2011) and that the appraisal system process includes various activities like recognition of employees' achievements, providing the employees with regular feedback and offering career development to the employees. Management et al., (n.d.) supplemented that performance appraisal system is a systematic periodic and impartial rating of employees' excellence in matters pertaining to their present jobs and potentialities for a better job.

In the research carried out by Cook and Crossman (2004), they examine the inter-relationship between a person's role as the appraisee and the appraiser in a performance appraisal system (PAS) and level of satisfaction expressed with the system where it was found that being an

appraiser and an appraisee increased a person's satisfaction level compared with those who were appraisees only. Cook and Crossman (2004) as cited in Mount (1983;1984), further established that employees' satisfaction with PAS was mainly related to their overall experience with the system and managers' satisfaction was much more associated with some of the components of the system.

Turk (2008) revealed that performance appraisal system is a process aimed at determining employee's work results and specified that rather than just concentrating on the performance results and compensation aspect, performance appraisal systems also look at how to create good work conditions, find competent management teams and develop staff successfully. In his further study on performance appraisal, Turk (n.d.) revealed that the performance appraisal activities enable to determine whether the employees' performance is in accordance with established objectives and it is primarily based on the appraisal of employees' work results and activity.

Seniwoliba (2014) suggests that performance appraisal system is ideally an organisation's designed programme involving both the organisation and the personnel to improve the capabilities of both and it involves determining and communicating to an employee how he or she is performing the job and establishing a plan for improvement. Rubin (2011) proposes appraisal systems are most effective in involving employees and providing feedback on performance.

Doleh and Weir (2007) discovered that private organisations' performance appraisal systems had greater impact than their colleagues in the public sector on promotion, retention/termination, lay-offs, identifying individual training needs, transfers and assignments. Faisal (2005) earlier suggested that the extent to which the appraisal system has

been institutionalised in the public service is very low and there are many factors inhibiting the institutionalisation process.

Al-raisi (2011) established that performance appraisal systems aim to fulfil the features of modern performance management concepts, paving the way for changes in the work culture of the public sector. Al-raisi (2011) added that appraisals range from official prescribed meetings between an evaluator and evaluatee to casual, change occasions where an evaluator observed work activities and indicated his or her assessment with an informal comment.

According to Rubin (2011), performance appraisals are a key tool for holding individual public servants accountable and whether the management chooses to evaluate the steering or rowing of individual officials, the management does so with appraisal systems, which are usually required by law. Performance appraisal systems share many commonalities with broader organizational performance management efforts (Ammons and Rodrigues, 2000). Scholars interested in evaluating performance appraisal systems could focus purely on the psychometric properties of validity, reliability, accuracy of performance measures, and degree of rater error.

Kennet (2004) suggested that performance appraisal systems are focused on the individual performance of employees during an appraisal period and that they are designed to evaluate employees on their strengths and weaknesses using observations and measurements of performance, to identify performance expectations, and to help develop future job performance (Bernardin and Beatty, n.d; Bretz, Milkovich, and Read, 2001). The performance appraisal typically relies on such tools as a form and an interview, both administered about once a year where typical appraisal forms emphasize behavioural traits depending on managerial observations and impressions to substantiate the ratings.

Mayer and Davis (2006) noted that the effective use of performance appraisal systems may provide an opportunity to build trust in organisations. Cardy and Dobins (2005) mirrored the sentiment and argued that perpetual reactions to the appraisal systems are clearly important to the appraisal system's operational effectiveness. Along similar lines, Cummings (2001) speculated on the effect that the performance appraisal process can have on employee trust in the organisation.

Dargham (2007) noted that performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a general term covering a variety of activities through which organisations seek to assess employees and develop their capability and enhance performance (Fletcher, 2001). Thus both practice and research have moved away from a narrow focus on psychometric and evaluation issues to developmental performance appraisal (Fletcher, 2001; Lefkowitz, 2000; Levy and Williams, 2004; Waal, 2003) which may be defined as any effort concerned with enriching attitudes, experiences and skills that improves the effectiveness of employees (Boswell and Boudreau, 2002)

Faseeh (2013) noted that performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of periodic interview in which the work performance of the subordinate is examined and discussed with view (Laurel, 2003) to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

Bernard (2013) mentioned study in Pakistan on the perception of public sector employees regarding the purposes of a performance appraisal obtained various results which study showed that the appraisal system in its public sector was highly perceived as not operating to record employees' performance accurately. The role of performance appraisal system is

perceived by employees as not clear particularly with regards to performance feedback (Ikramullah et al., 2012)

2.1.2 Total Quality Management

Patil (2015) revealed that Total Quality Management may be defined as a continuous quest for excellence by creating the right skills and attitudes in people to make prevention of defects possible and satisfy customers/users customers totally at all times. He supplemented that Total Quality Management is a new way of organising a strategy, achieving a strategy achieving excellence and meeting and exceeding customer expectations.

According to Musenze (2013), Total Quality Management practices require to be planned and are developed in the planning phase which is co-ordination mechanism where the planning facilitates Total Quality Management in organisations which in turn guarantee quality assurance on part of both the organisation and the clients.

Alessandro (2011) expresses that Total Quality Management involves the understanding and implementation of quality management principles and concepts in every aspect of business activities. He further declared that Total Quality Management demands the principles of quality management to be applied at every level, every stage and in every department of the organization. The idea of Total Quality Management philosophy must also be enriched by the application of sophisticated quality management techniques. The process of quality management would also be beyond the inner organization in order to develop close collaboration with suppliers (Alessandro, 2011).

Lakhe and Mohanty (2010) remark that Total Quality Management has been based on the quest for progress and continual improvement in the areas of cost, reliability, quality, innovative efficiency and business effectiveness. Pfau (2000) states that Total Quality

Management is an approach for continuously improving the quality of goods and services delivered through the participation of all levels and functions of the organization. Tobin (2002) views Total Quality Management as the totally integrated effort for gaining competitive advantage by continuously improving every facet of organizational culture.

Sallies (2002) observed that Total Quality Management is both a philosophy and a methodology and it can assist institutions to manage change and set their own agendas for dealing with the surplus of new external pressures. Sallies (2002) further observed that there are those in education who believe that Total Quality Management properly applied to it can complete a similar transformation. However, Total Quality Management does not and will not bring results overnight, neither is it a solution for all the problems that beset education. Rather it is an important set of tools that can be employed in the management of educational institutions.

Jha and Joshi (n.d.) realized that for Total Quality Management to succeed in any organization, all of the components within the organization must be collectively involved where organizations implemented Total Quality Management in the hope that improvement in the different activities would solve all existing productivity and quality problems. Jha and Joshi added that the definitions of quality incorporate factors like top management commitment, leadership, team work, training and development, rewards and recognition, involvement and empowerment of employees. These critical factors are the foundation for transformational orientation to create a sustainable improvement culture for competitive advantage on a continuous basis.

Li et al., (2000) pointed out that total quality management is the degree to which a product lives up to its performance, endurance, maintainability, and other attributes that a customer expects to receive from purchasing this product and in order to produce quality product, one

must instill Total Quality Management concept into one's product development process. Li et al., (2000) further alleged that Total Quality Management is based on the participation of all members of an organization to improving processes, products, services, and the culture they work in. Total Quality Management benefits all organization members and society.

Total Quality Management is a structured system for satisfying internal and external customers and suppliers by integrating the business environment, continuous improvement and breakthroughs with development, improvement, and maintenance cycles while changing organizational culture therefore it implies an organizational obsession with meeting or exceeding customer expectations (RTU, 2001) so that customers are delighted. Understanding the customer's needs and expectations is essential to winning new business and keeping existing business thus an organization should give its customers a quality product or service that meets their needs at a reasonable price, which includes on-time delivery and outstanding service.

According to Liu (2000), Total Quality Management is an integrated and innovative system of managerial and organizational activities designed to clearly define and streamline production processes, remove waste and unpredictability, achieve previously unprecedented levels or performance with fewer resources, and meet customer expectations at the highest level of performance with fewer resources. According to RTU (2000), analysis of the internal and external requirements allows the management to continuously improve, develop, and maintain quality, cost, delivery, and morale as well as Total Quality Management is a system that integrates all of this activity and information.

According to Asif (n.d), total quality management is the comprehensive approach towards quality management systems, the process of individual and organizational development the purpose of which is to increase the level of satisfaction of all the stakeholders. Al-Hajraf and

Al-Sharhan (2012) also that noted quality guarantee benefits all the stakeholders in the systems and ensure achieving the strategic objective of the system.

Dejager and Nieuwenhuis (2005) commented that total quality management is in part about processes but more importantly it is about attitudes and total quality management places quality as the primary objective within the organization (Eriksen, 1995). Walkin (2000) defined total quality management as management led, company-wide initiative and intended to improve effectiveness of a process or product related to manufacturing industries related to training providers and to build quality into the service.

Anvari (2011) stated that total quality management is the management of quality at every stage of operations, from planning and design through self-inspection to continual process monitoring for improvement opportunities (Radnor, 2000). Dale (1999) claims that total quality management is both philosophy and a set of guiding principles for managing an organization, focusing on control of business processes and customer satisfaction.

2.2 EMPLOYEE RELATIONS AND TOTAL QUALITY MANAGEMENT

Serafimosvaka and Ristova (2010) stated that the use of Total Quality Management encourages employees at all levels of the organization to participate not just in resolving the problem of quality, but also in continual work improvement and achieving the projected goals. Wilkinson (2000) suggested that total quality management was seen by employees as being separate to their normal job and has therefore been replaced with the concept of business improvement. Serafimosvaka and Ristova (2010) concluded that many of the activities occur in the lower levels of the organization yet only the leadership of top management is in position to create a necessary organizational culture that is capable to lead and support Total Quality Management actions among employees from the lower levels of the organization.

Hung and Lien (2004) as cited in Weintraub (1993) pointed out that the quality management process will be successful only when it becomes integrated with every employee's activities. Hashmi (2013) stated that total quality management is a method by which management and employees can become involved in the continuous improvement of the production of goods and services.

Noronha (2002) point out that employees naturally care about quality and will take initiatives to improve it as long as they are provided with the tools and training that are needed and are respected by management. Noronha (2002) further commented that involving and empowering employees through well planned and carried out control is fundamental to total quality and most organizations create employee suggestion systems and have quality meetings between managers and employees.

Melsa (n.d.) commented that companies that have adopted quality management practices have experienced an overall improvement in corporate performance including better employee relations, higher productivity, greater customer satisfaction, increased market shares and improved profitability. Barros et al., (2014) revealed that the quality of practices of an organization are defined as the actions and procedures undertaken by a company or organization to ensure the delivery of a high-quality service or product. Sousa and Voss (2002) mention that practices are the observable facets of quality and it is through them that managers work to release organizational improvements.

Collinson et. al (2000) proposed that total quality management has further implications for employee involvement in that it emphasizes self-control, autonomy and creativity among employees and calls for greater active co-operation rather than mere compliance. According to Joiner (2006), many of the basic elements of total quality management involves people

such as team work, participative management, creativity, customer feedback, employee involvement and empowerment and employee trust.

Sadikoglu and Olcay (2014) mentioned that leaders in a Total Quality Management system view the firm as a system support employee development, establish a multipoint communication among the employees, managers, and customers and use information efficiently and effectively. Gul et al., (2012) in earlier research declared that leaders encourage employee participation in decision making and empower the employees who must be involved in decision making so that bosses know what to do or how to do in order to expand the business as this not only aids in designing practical programs but provides the unity and harmony in the concern. Employees know that they are given importance and feel encouraged and enthusiastic about the work.

According to Chandra (2013) Total Quality Management is still considered as a long term continuous improvement initiative; still many organizations require total employee involvement to drive their business into sustainable profitability, continuous improvement in culture. Chandra (2013) added that this also provides opportunity for management to focus on organizational culture during continuous improvement by empowering employees and involving them judiciously. Bhuiyan and Baghel (2005) stated that continuous movement programs have evolved from traditional manufacturing focused systems that concentrate on production line to reduce waste and improve the product quality.

According to Chapman (2001), employee engagement can increase the understanding of organizational policies as it involves processes such as lower levels of decision making, adopt the experience, knowledge and the ideas for the advancement of the organization. Robert-Smith and Markwick suggested that there is an increasing awareness that employee engagement is essential to successful commercial and business performance where engaged

employees are the backbone of good working environments where people are industrious ethical and accountable. Chapman (2001) further mentioned that employees shall be given due recognition for their contributions and their ideas and a psychological process to develop confidence between the members of the organization encourages them to make decisions and solve problems with each other.

Yildirim (2012) remarked that employee involvement is about that every employee in the company is responsible for producing quality products, achieving customer satisfaction and quality improvements across the company. Yildirim (2012) then added that involvement of employees is vital for successful Total Quality Management and effective Total Quality Management requires continuous commitment and involvement of employees in improvements.

2.3 OPERATING PROCEDURES AND TOTAL QUALITY MANAGEMENT

Zhang (2000) indicated that Total Quality Management can be defined as a set of techniques and procedures used to reduce or eliminate variation from a production process or service-delivery system in order to improve efficiency, reliability, and quality and in relation Total Quality Management can also be defined as the application of quality principles for the integration of all functions and processes within the firm. Zhang (2000) further indicated that quality improvement plan aims for quality improvement, which actions are taken throughout the organization to increase the effectiveness and efficiency of activities and processes in order to provide added benefits to both the organization and its customers.

Hansson (2003) mentioned that the values of Total Quality Management are supported by techniques such as process management, customer focused planning or target oriented groups, and tools such as control charts and it is argued that the concepts and general techniques of Total Quality Management are the same for any business, large or small.

Clement and Michael (2010) then added that the methods and techniques used in Total Quality Management can be applied throughout any organization whether be it the manufacturing or public service or hospitality industries, they are equally useful using core values, techniques and tools as a basis and the questions are generated with the aim of describing the organization's quality development process with a focus on their experience form that process.

Abdallah (2013) emphasized that Total Quality Management has been defined as a comprehensive company-wide approach for meeting or exceeding the requirements and expectations of customers that entails the participation of everyone in the organization in using quantitative techniques to continually improve the products, services, and processes of the company (Psychogios and Priporas, 2007)

Anon (n.d) observed that a company must provide extensive documentation of its quality processes which includes methods used to monitor quality, methods and frequency of worker training, job descriptions, inspection programs, and statistical process-control tools used and high-quality documentation of all processes is critical. Anon (n.d) added that companies that have attained the benefits of Total Quality Management have created a quality culture as these companies have developed processes for identifying customer-defined quality and in addition, they have a systematic method for listening to their customers, collecting and analyzing data pertaining to customer problems, and making changes based on customer feedback.

Mazumder et al., (2011) suggested that it is only through well organized, adequately staffed accurately performed process and dosage form control before, during and after production that adequate quality assurance of the product can be achieved. Mazumder et al., (2011) added that after the development of the Total Quality Management vision, mission, and value

statements it is important to analyze the organization's processes and provide the information needed to develop activity specific policies, procedures, and work instruction to carry out the Total Quality Management.

Treville et al., (2005) alleged that it is generally agreed that use of Standard Operating Procedures (SOPs) which play an integral role in Total Quality Management and can improve the output consistency, efficiency, and learning rate of a given process. Treville et al., (2005) added that for continuous organizational improvement, established procedures need to be continuously enhanced, thus requiring ideas from those individuals using those procedures.

2.4 CUSTOMER SATISFACTION AND TOTAL QUALITY MANAGEMENT

Malhi (2010) suggested that Total Quality Management is the systematic and integrated approach of attaining customer satisfaction at minimum cost through continuous improvements in all areas of an organization's operations, products and services.

Zakuan et al., (2012) recommended that the importance of customer satisfaction to the implementation of Total Quality Management is seen through three dimensions which facilitate the segmentation of customer service to customers. Organizations need to differentiate services to customers depending on their needs and when more customers are served, the more information is obtained by the organization. (Gates, 2001)

Nzioki (2013) revealed that among Total Quality Management objectives is to establish a management system and corporate culture to ensure that customer satisfaction is enhanced which involves a systematic method for continuous improvement of organizational processes, resulting in high quality products and services. This leads to better service quality and organizational performance (Cook and Verma, 2002) and in addition Total Quality

Management is the commitment of all employees to the continuous improvement of work process with the aim of satisfying customers' requirements and needs (Lee and Chang, 2006).

Wanderi (2015) advised that the concept of Total Quality Management is a holistic approach to managing a project that includes continuous improvement, customer's satisfaction, and top management support, defect-free product at first attempt, and elimination of reworks, cost effectiveness training and re-training of staff. Total Quality Management also involves the coordination of efforts directed at improving customer satisfaction, increasing employee participation, strengthening supplier partnerships, and facilitating an organizational atmosphere of continuous quality improvement (Pride et al., 2009).

According to Sheikholeslam and Emamian (2016), customer satisfaction is a good customer related performance and one of the high valued objectives of the Total Quality Management implementation as a result specific organizational practices and employees' perceptions of quality management principles can be linked together and they would finally lead to customer satisfaction. Sheikholeslam and Emamian (2016) then added that customer satisfaction, in turn can cause the business excellence for the organizations.

According to Cook and Crossman (2013), customer satisfaction is one of the major purposes of a quality management system and that Total Quality Management implies an organizational obsession with meeting or exceeding customer expectations, so that customers are delighted. Cook and Crossman (2013) supplemented that understanding the customer's needs and expectations is essential to winning new business and keeping existing business.

Attakora-amaniampong et al., (2014) declared that Total Quality Management programs are planned and managed into systems and are oriented towards the achievement of complete customer satisfaction and though customer satisfaction became a specific goal in late 1980s, providing high quality was recognized as a key element for success. In addition, he defines

Total Quality Management as a philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer satisfaction as well as Total Quality Management can be defined as a systems approach to ensure quality in an organization. Attakora-amaniamong et al., (2014) therefore declares that Total Quality Management means that the organization's culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques, training among others.

According to Chih and Lin (n.d), managers striving in order to achieve Total Quality Management outcomes such as high quality and service or customer satisfaction, should focus on prescriptions concerning the application of appropriate leadership style necessarily which means that there is association between leadership style and Total Quality Management. Patiar et al (2012) supplemented that it is increasingly recognized that high quality products and services and their associated customer satisfaction are the key to sustainable management for modern enterprise besides the former reflects managers' ability to operate under resource and budget capacity, and the latter indicates their ability to manage staff and customer satisfaction.

Besterfield et al., (2011) suggests that all quality management systems start with the basic need of ensuring that the external customer's requirements are adequately documented and also the organization must document clearly what each internal customer expects. Besterfield et al., (2011) added that one of the basic concepts of the Total Quality Management philosophy is continuous process improvement and this concept implies that there is no acceptable quality level because the customer's needs, values and expectations are constantly changing and becoming more demanding.

2.5 OTHER FACTORS AFFECTING APPRAISAL SYSTEMS AND TOTAL QUALITY MANAGEMENT

2.5.1 Market orientation and Appraisal Systems

Mohammed (2014) suggests that the link between market orientation and performance measurement systems have received substantial attention though there has been less attention given to the process for creating and developing a market orientation behavior within organizations. Previous studies asserted that a multi-dimensional performance measurement system (PMS) has an ability to enhance organizational capabilities i.e. market orientation (Fitzgerald, 2000). A few studies agree that multi-dimensional PMS is an important antecedent to develop market orientation (Martin and Martin, 2005) though not much empirical research has been conducted to investigate the relationship of PMS and market orientation.

Zouri et al., (2015) mentioned that performance management system emphasizes systemic contacts among essential components of strategic performance measurement system, like business environment, organizational structure, strategy implementation and formulation to lead the better firm performance. Studies have been conducted to examine interrelationships components of strategic performance measurement system to impact on market orientation (Ketchen et al., 2004; Kor and Mahoney, 2005). Performance management system approach is based on contingency theory, which argues that performance measurement system must be associated with the firm's strategy or value drivers base the strategic priorities and minimize the gap measurement in business organization.

Micheels and Gow (2008) suggests that the extent of regions and business environments where a market orientation has been shown to improve performance measures gives authority to the findings of Slater and Narver (2000) who state that in any business environment, firms

with a higher degree of market orientation are better positioned for successful outcomes. Micheels and Gow (2008) continue to say that while numerous authors have studied the market orientation-performance relationship in a wide variety of competitive environments relatively little research has been done to examine the performance implications of a market orientation in production agriculture as previous research utilizing data from other commodity markets have shown the market orientation-performance relationship to be ambiguous. Narver and Slater (n.d) found a positive, but non-significant market orientation--performance relationship in commodity SBUs in their study, and Pelham (2002) found no relationship when examining small industrial manufacturing firms. Pelham, however, did find a market orientation to be an important determinant of performance measurement in segmented markets.

Shanmugam (2011) mentioned that market orientation has been found to have a positive impact on performance appraisals. In this field of study, two most important contributions are of Kohli and Jaworski's (2000) and Narver and Slater (n.d) where it is mentioned that Jaworski's (2000) defined market orientation as the ability of an organization to gather market intelligence, disseminate information within the organizations, design appropriate strategies and respond to meet current and future needs of customers. Narver and Slater (n.d) looked at market orientation as being supported by customer and competitor orientation and inter-functional coordination. Hence, it is important to examine the market orientation and its impact on organization business performance in economic environments substantially different from the original U.S.-based research and in business contexts substantially different from the original commercial setting (Pulendren et al., 2003)

According to Hou (2008), the majority of studies on market orientation claimed that compelling evidence exists that market orientation has a positive effect on firm performance appraisals therefore it is important to investigate the mediating effect of market orientation on

firm performance appraisals. He added that market orientation is a rare, valuable, and inimitable firm resource and furthermore is a set of dynamic capabilities thus in light of conceptual and empirical advancement, a research model about the impact of market orientation and dynamic capabilities on firm performance is proposed and delineated. Hou (2008) also mentioned that with the conceptual model that is developed, the author shows how market orientation can be transformed into dynamic capabilities and it is argued that the competitive value of market orientation is positively mediated by dynamic capabilities.

Haugland (n.d) alleged that market orientation research relies heavily on perceptual or subjective measures including subjective performance measures and this makes it difficult to advance rigorous analyses of how marketing costs may affect performance measurement (Langerak, 2001). Despite its importance for marketing scholars and practitioners, the theoretical and empirical understanding of the impact and value of the costs associated with market orientation is modest (e.g., Rust, Amber, Carpenter, Kumar and Srivastava, 2004; Anderson, Fornell and Mazvancheryl, 2004). A fair criticism is therefore that there is limited knowledge about the costs of developing market-oriented firms and the corresponding benefits, and furthermore, a need to develop more reliable and valid empirical measures.

2.5.2 Market Orientation and Total Quality Management

Shahraki et al., (2011) suggest that recruitment should be externally oriented in the main as cited in Schuler and Jackson, 1987. However, some compromise over the internal market is required in order to foster Total Quality Management (Schuler and Harris, 1991) and promote employee empowerment, participation and integration. Therefore, companies should foster both internal and external recruitment (Rees and Doran, 2001).

Wang et al., (2012) declared that Total Quality Management involves ongoing monitoring of market forces by implementing organizational processes, and engages all departments of a

firm to develop the right market response all of which are also hallmarks of operative market orientation. Total Quality Management is considered as fundamental to the successful application of the marketing dominance (Santos-Vijande and Alvarez-Gonzalez, 2009).

Wilkins et al., (2007) remarked that Total Quality Management's relationship with market orientation is explicitly shown by its emphasis on customer satisfaction. He continued to mention that as defined by Schonberger (1992), Total Quality Management is a set of concepts and tools for getting all employees focused on continuous improvement, in the eyes of the customer, the next process as well as the final consumer. Studies were undertaken to examine the relationships between Total Quality Management, market competition, and departmental performance in hotels and the findings were useful to both practitioners and academicians who are interested in the consequences of developing a Total Quality Management philosophy and a culture of market orientation within hotels and the broader tourism and hospitality industry (Sila & Ebrahimpour, 2002; Wilkins et al., 2007). they concluded by mentioning that there is a direct interaction effect of Total Quality Management and market competition on non-financial departmental performance, there is no such an effect on financial departmental performance and there may be an indirect interaction effect of Total Quality Management and market competition on financial performance existing through financial performance. These findings have theoretical and practical implications.

According to Idris-Ashari and Zari (n.d.), Total Quality Management and market orientation as strategic initiatives have been associated to improved organizational effectiveness and financial performance though each orientation is often discussed as a separate discipline in the literature which integrates these orientations into a conceptual model of coherence business practices. Idris-Ashari and Zari (n.d.) highlighted the critical components of the model in relation to firms' efforts to sustain high performance through delivering superior customer value for the end customers which is the basis for sustainable performance and an

empirical investigation is proposed to operationalize this market-based quality orientation. Mohr-Jackson (2000) states that total quality orientation and market orientation are complementary philosophies with potential benefits for improving business results as well as such equivalence benefits marketing function from taking greater responsibilities in quality management. He echoed O'Neil and LaFiet (2004) to suggest that the adoption of Total Quality Management is critical for successful application of the marketing concept within a firm, additionally, Total Quality Management provides vehicle for increasing communication and cooperation between marketing and other functions, including operations and production.

2.5.3 Organizational Structure and Appraisal Systems

Louw (2006) mentioned that the famous business term structure follows strategy applies equally to system design as it does to organizational structure, the difference lies in that structure would refer to system design and methodology, and strategy would refer to the system's objectives. Thus, methodology should always follow objectives. This may seem rather obvious, however, literature as well as practice, tends to indicate that performance appraisal systems are implemented without having clear objectives (and most often not taking the needs of the main system stakeholders into account). Poon (2004) indicates that organizational executives were more concerned about the effect of the performance ratings given, than whether or not the ratings accurately reflected employees' performance (from a study by Longenecker et al in Poon (2004)). This illustrates that the unintentional effects of the results of performance appraisals are widely recognized in the organizations.

Bayo-moriones (2011) suggests that one of the topics that have drawn the attention of researchers in the performance evaluation field is the influence of organizational context on the implementation of a formal system of performance appraisal. In particular, studies have examined the relationship between establishment features and the adoption of formal

performance appraisal (see Brown and Heywood, 2005; Addison and Belfield, 2008; and Grund and Sliwka, 2009). The aim here was to complement this empirical research and examine the influence that organizational features exert on the use of a formal system of performance appraisal, focusing on the different dimensions that characterize such a system.

Pradesh (2012) revealed that performance appraisal is a formal management system that provides for the evaluation of the quality of an individual's performance in an organization. As mentioned by Dessler (2000), performance appraisal has the means to evaluate an employee's current and past performance relative to the employee's performance standards plus it is a process which involves creating work standards, evaluate employee's actual performance relative to those work standards and giving feedback to employee so as to motivate him or her to improve the job performance or to eliminate performance deficiency. In addition to that, Terrence and Joyce (2004) stated that, some potential aims of performance appraisal might include identifying particular behavior or job. Various techniques or methods have been used by human resource management experts to evaluate the performance of an employee.

According to the Office of the Cabinet in Jamaica (2007), the Performance Management and Appraisal System is an improved system of performance management and evaluation as it clearly defines how work contributes to the achievement of the organization's goals and identifies what needs to be done to ensure each person is given the opportunity for personal growth and development in their work life, properly implemented, this is a win-win system. They added that the employees' skills, talents and interest will be improved and guided for maximum performance and the organization will benefit from the combined performance of all staff.

Abi and Dargham (2002) commented that performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards (Fletcher, 2001). Consequently, both practice and research have moved away from a narrow focus on evaluation issues to developmental performance appraisal (Levy and Williams, 2004; Waal, 2003), which may be defined as any effort concerned with enriching attitudes, experiences, and skills that improves the effectiveness of employees (Boswell and Boudreau, 2002).

2.5.4 Organizational Structure and Total Quality Management

The organization intending to implement Total Quality Management successfully needs to possess such a culture that deals effectively with changes associated with adaptation to external environment and responses to internal processes as the concept of Total Quality Management as the cultural occurrence must be understood in connection with the processes carried out, external adaptation and internal integration (Kujala, 2002).

Colesca et al., (2006) suggested that Total Quality Management comes from acknowledging the organization and its environment, and trying to reach the highest levels through progressive improvement. When it comes for public administration, many authors wonder if it is possible to apply improvement methods objectively. Cosmin (2006) stated that as any other public or private organizations, the public administration is open to any improvements and that the recent experience has shown that Total Quality Management can be applied to the public administration and it allows to accomplish some improvements as well as the organization consists of people who share similar ideas, values and attitudes regarding the

purpose of the organization and its policies. In order to develop quality, it is advisable to move from a particular culture to the culture of quality.

Hansson (2003) declared that studies have also indicated that small organizations could succeed with and sustain a Total Quality Management implementation without thorough and formal organizational structure for quality and a more informal and all-involving approach could be suggested based on the findings but at the same time, apparent responsibilities for quality issues seem to be needed. Hansson (2003) then added that such an approach could be facilitated by the advantage that the management actions are very apparent in a small organization context. The quality related work in the organizations was characterized by all-embracing employee involvement and support from management.

Al-Saket (2003) established that the word quality in the term Total Quality Management in the manufacturing field has been broadened to include all aspects that affect quality as an output, quality to satisfy customer, and quality as an organizational structure and performance, hence, all activities encompassing engineering, manufacturing and marketing are implied in the term quality. Al-Saket (2003) stated that in addition, quality and reliability of the product itself as well as the impact on the environment and society is part of the broad meaning of quality, additionally, the quality of an organizational structure and performance is an essential component of quality as well and finally, quality as an output must be continuously satisfying to the customer.

Jancikova and Karel (2009) suggested that Total Quality Management contains no new innovative elements, it is a systematic and consistent assertion of some methods within the framework of the organizational structure, clearly aimed at quality and customer satisfaction and that Total Quality Management is based on the fact that quality is connected with supposed or specified customers' needs. McAdam and Henderson (2004) in addition stated

that successfully implemented Total Quality Management concept activates the employees' interest to continuously improve all processes in the company. There is no shortage of views on the present state and also usage of Total Quality Management and how it impacts on organizations.

According to Anon (n.d), the total quality management is an integrated system among all departments in the organization, so management has to pursue it as an objective to be executed by all individuals inside the organizations. Anon (n.d) arguably added that the first step that the strategic management should take in order to standardize the total quality management system, is to form an appropriate organization structure that would support the consistency of the total quality information flow amongst all departments and employees inside the organization.

Rad (2006) shows that Total Quality Management requires a quality-oriented organizational culture supported by senior management commitment and involvement, organizational learning and entrepreneurship, team working and collaboration, risk taking, open communication, continuous improvement, customers focus (both internal and external), partnership with suppliers, and monitoring and evaluation of quality. Rad (2006) added that by replicating this study in different countries and contexts the results could be very helpful for developing a model of Total Quality Management that can be implemented successfully in a cross-cultural context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The methodology of this research details aspects of the study such as population, research instruments that were employed, sample and sampling procedures as well as the administration of the research instruments. The researcher describes groups from which the sample is drawn and the method used in sampling as well as questionnaires are used. The methods used in the whole process of gathering data are stated with relevant reasons.

This chapter therefore contains procedures and the tools that were used to carry out the study. They included among others research design, area of the study, population of the study, sample size and sampling techniques, data collection methods and instruments, quality control, data analysis techniques, ethical considerations and limitations of the study.

The purpose of the research is to evaluate the relationship between appraisal systems and total quality management in the public sector.

3.1 RESEARCH DESIGN

A research design describes a plan outlining the scheme through which data is to be gathered for an evaluation that includes identifying the data gathering method, the instruments to be used, how it will be administered, and further into how the information will be analysed. This research's information was gathered from both primary and secondary data sources.

The research design used was a case study because it helped to describe and explain situations as they stretched. It also gave the researcher more evident information with a

proposition of a narrow scope which made it more conducive than a proposition with a broad purview as noted.

The design selected is suitable where there is a sample population. The researcher has to collect both qualitative and quantitative data across the population to be sampled from a population comprising of clients and employees of NWSC. In addition, the data to be collected was accurate seeing as the researcher had to interact with the respondents of the questions.

In this situation, the case study was National Water and Sewerage Corporation. Both qualitative and quantitative methodologies were used for example, quantitative methodologies were used because they were dependable plus they achieved a high level of reliability whereas the qualitative methodologies provide a complete view of the occurrences under investigation and allowed interactions of the researcher with the respondents.

3.2 AREA OF THE STUDY

The area under study is National Water and Sewerage Corporation in Kireka. This is one of the branches of NWSC, which was selected for research.

3.3 STUDY POPULATION

The population under study is comprised of employees and clients at National Water and Sewerage Corporation. Thirty-four (34) correspondents including employees and clients under NWSC were chosen. The study is therefore focused on those employees and clients who have benefited from the services provided by NWSC, which revealed that those people could give useful information concerning the study.

3.4 SAMPLING PROCEDURES

3.4.1 Sample Size

A sample is a segment of the population that is selected for investigation. According to Melter and Charles (2008), it was discovered that samples smaller than 30 are not likely to reflect the trait distributions that exist in a population. The study had a sample size which consisted of 34 participants, from diverse departments, which number was assumed to give relevant information.

3.4.2 Sampling Techniques

The sampling technique that was used in selecting the sample for the study were purposive sampling where the researcher went in for a specific group of people who had desired information. This sampling method gave provision to the researcher to eliminate respondents whose background would not suit the needs for the study. Thus with regard to purposive sampling, the respondents had information and experience as regard appraisal systems and total quality management in NWSC and were likely to give information that would help realize the objectives of the study.

Blaxter, Hughes and Tight (2006) recommend that this sampling technique was an instrument of accurate information because all information acquired had to be got from knowledgeable and experienced individuals on the basic situation.

3.5 DATA COLLECTION METHODS AND INSTRUMENTS

Data from the field for this study was collected using several methods so as to get reliable and satisfactory information answering the research questions. These included;

3.5.1 Questionnaires

The questionnaire is a set of questions about the subject under study which is appraisal systems and total quality management. This research method collected data using both open ended and closed ended questions. Open ended questions were those unspecific questions which helped respondents give and explain their opinions on the question and in situations where the researcher had limited or no clue on the likely responses. Close ended questions kept the respondents focused on specific questions to avoid going out of topic. Amin (2005) added that the close ended questions are economical in terms of time because they are usually easy to fill and take little of the respondents' time. These questionnaires were given to the employees and clients of NWSC and they were self-administered by the researcher and with the respondents agreeing on the time to have them back filled. This helped gather information from diverse sources and also time saving since the researcher did not have to be there as they were being filled. Bell (2008) claims that in some cases questionnaires can be filled by the respondents on spot and this as well saves time.

3.6 QUALITY CONTROL METHODS

For the researcher to prove the consistence of the results that she attained, she employed the two important concepts of reliability and validity. Validity involves getting the right data while reliability shows whether the approach to be used would again present consistent results to other researchers that would use the same techniques of research.

To ensure reliability of the findings, the researcher tested the questionnaires by giving the same questionnaires to the same respondents at different times. The researcher further proved this by comparing the questionnaires with the overall information acquired to find out whether the respondents were giving information as related to the study of the appraisal systems and total quality management.

Validity was also tested by compiling all the views and ideas of the respondents regarding issues under study as stated in the questionnaires so as to find out how homogenous their ideas were and how they related to the study. Questionnaires were to be administered to 34 employees from diverse departments and clients too, the questionnaires being developed after various discussions with the supervisor. The items were selected and successively edited, not forgetting the research objectives, the hypothesis and the conceptual framework.

3.7 DATA ANALYSIS

The data to be collected was verified for accuracy and was selected edited and recorded for analysis. Tabled statistics were used in the analysis to present the views of the respondents regarding the various concepts of the study and how appraisal systems influence total quality management.

The table statistics were obtained after studying the respondents' views and distinguishing the various respondent ideas through tallying. This helped in identifying and representing the various respondent views and also formulating objective results.

3.8 ETHICAL CONSIDERATIONS

For ethical purposes, the researcher obtained an authorization letter from the University authorities that were to introduce her to the respondents. Permission was also sought from the authorities of National Water and Sewerage Corporation to be allowed to transverse the areas from data is going to be collected and this was done by declaring genuine intentions of the study as an academic requirement to the competent authorities. Kent et al (2002) clarify that when they state that researchers require ethical approval from institutions or the necessary authorities such that the researcher can freely interact with the people without any form of harassment.

Apart from that the researcher has made it optional for the names of the respondents to be mentioned so as to be used in the data representation of the field findings and they accepted the ideas that they could feel proud to have their opinions acknowledged in the presentations of the field findings. The respondents were also assured that the information got from them was strictly going to be handled with utmost confidentiality and only used for study purposes.

3.9 LIMITATIONS OF THE STUDY

Whereas the study was expected to be a success, some limitations were anticipated as below;

The respondents became suspicious about the goals of the study and this made them to hold back on some information. This problem was reduced when the researcher put more emphasis to convince the respondents that the research work was not going to be wrongfully used but to be used for only academic purposes.

The researcher had financial problems as regards getting transport to the field of the study, getting the necessary equipment to help in carrying out the research for instances paper and pens. The researcher had to undertake various alternatives to overcome these financial constraints for example by collecting funds from friends and family.

Limited time available for conducting the study, in addition to this, the time at the researcher's disposal was insufficient for the researcher to carry out her research. The distance to Kireka was also long, making the researcher delay in organising her findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 INTRODUCTION

This chapter deals with the presentation, analysis and interpretation of data that was collected from National Water and Sewerage Corporation as my case study. The researcher collected data using questionnaires that were circulated to the employees in the field, and out of 34 questionnaires sent, and the same number of questionnaires were retrieved.

The data collected was then analyzed and explained using SPSS and Microsoft Excel through the use of tables, graphs and charts. The data was collected and analyzed using the objectives of the study, the research hypothesis and the conceptual framework.

4.1 RESPONSE RATE

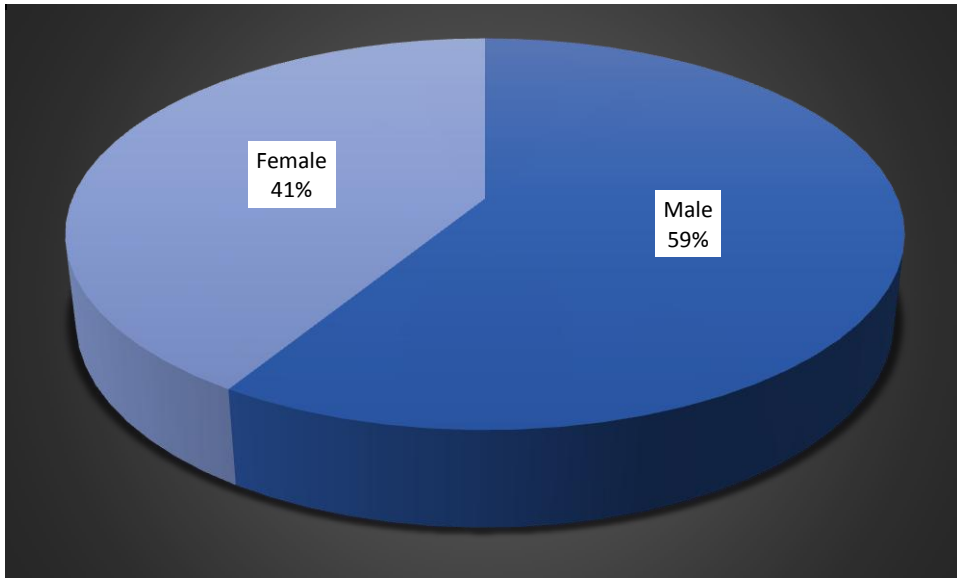
The number of questionnaires that were distributed were 34 and the same number of questionnaires were returned by the respondents. This therefore gave a response rate of 100%. According to Sekeran (2003), for any survey sampling a response rate of 30% is equally good as long as the samples are representative. Thus the response rate of this study was good.

4.2 DEMOGRAPHICS OF RESPONDENTS IN NWSC

This fragment describes the background information of the respondents basing on the gender, status of employment, marital status, age groups, and the education levels of the respondents. This information was therefore considered necessary because it is essential in making the comparisons on interpretation of the information got from NWSC.

4.2.1 Gender of respondents

Figure 1: Composition of the respondents in regards to gender



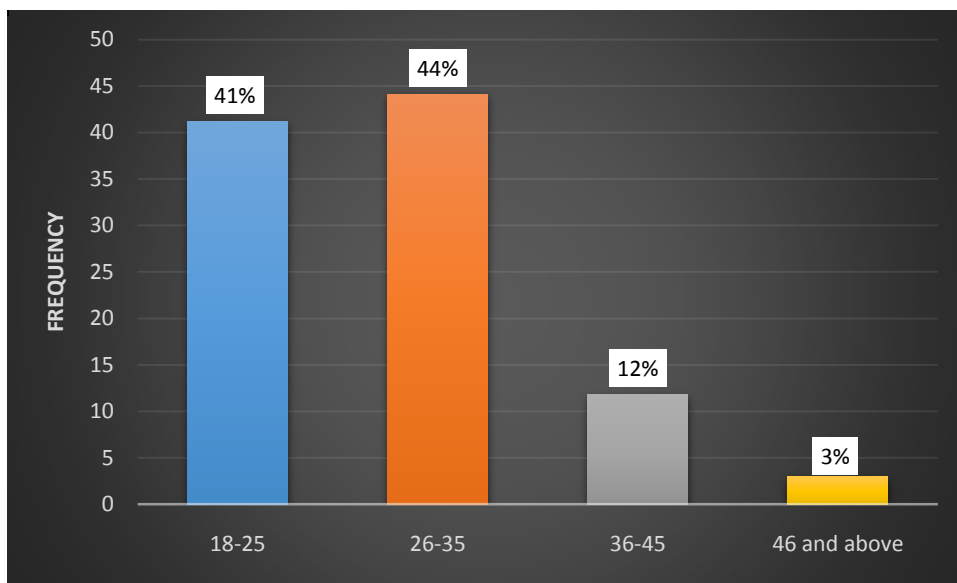
Source: primary data, 2016

According to figure 1 above, the respondents were 34 in total, comprising of males and females alike. The males were 20 in total giving a percentage of 59% and the females were 14 in total giving a percentage of 41%. This gave a total of 34 (100%).

4.2.2 Age of respondents

As shown in the graph below, most of the respondents were in 26-35 age bracket and the least respondents in the 46 and above age bracket. Therefore, the figure below shows the mark up of the different respondents.

Figure 2: Age composition of respondents



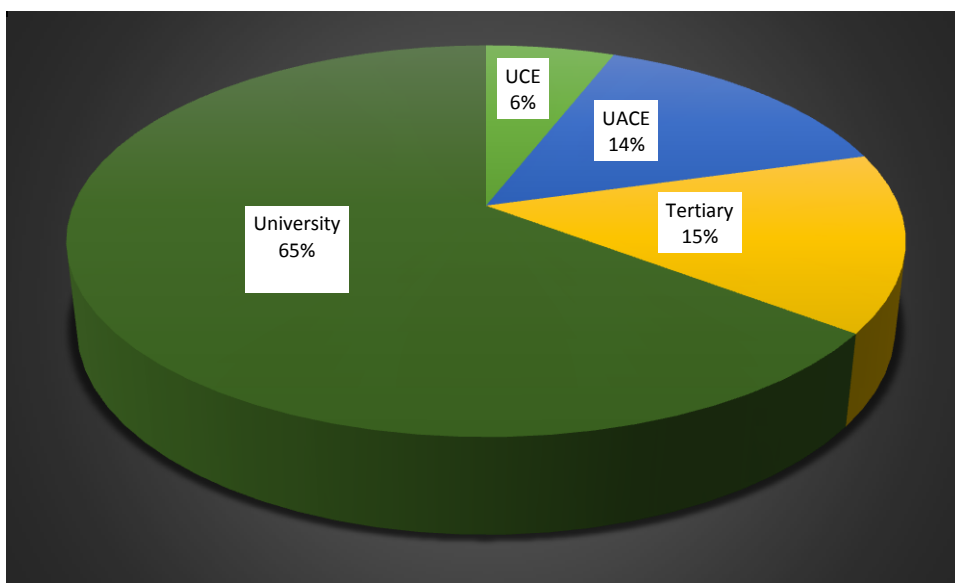
Source: primary data, 2016

In the graph above, it is evidently shown that majority of the respondents were in the 26-35 age bracket of 44%, followed by those in the 18-25 with 41%, 36-45 with 12% and lastly the 46 and above age bracket with 3%. This therefore is shown in the order of the highest to the lowest number of respondents.

4.2.3 Educational background of the respondents

Figure 3 shows the education levels of the different respondents, ranging from UCE to University level. These levels convey the amount of skills that the respondents are well vast with which makes the management work simpler. The management of NWSC should be able to know the employees' education levels.

Figure 3: Educational background composition of respondents



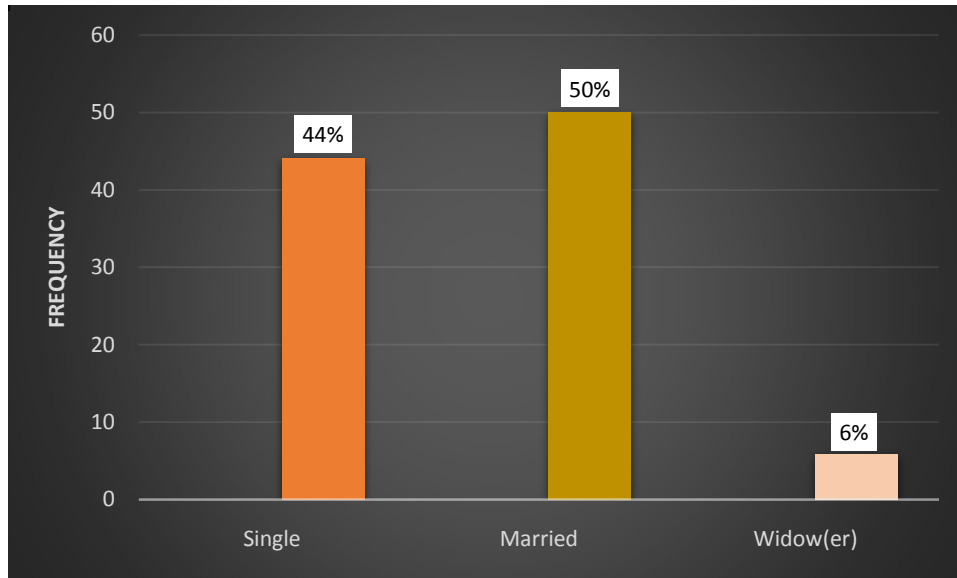
Source: primary data, 2016

In relation to Figure 3 above, the number of respondents for UCE were 2, 5 respondents for both UACE and Tertiary levels and lastly 22 respondents for University level. Of all the respondents, 65% finished at University, 14% finished UACE, 15% finished at Tertiary level and lastly 6% finished only at the UCE level. This shows that most of the respondents finished at University level. These employees are therefore well educated and skills can be acquired with utmost ease.

4.2.4 Marital status of the respondents

Figure 4 shows the marital status of all the respondents, which include single, married widow(er) and divorced.

Figure 4: Composition of marital status



Source: primary data, 2016

Figure 4 above evidently shows that the largest number of respondents are married, followed by the single and then the widows or widowers. The number of respondents that are married consume a percentage of 50% which covers the largest portion, the married respondents cover a percentage of 44% and the widow or widowers cover a percentage of 6% which is the least number of the respondents.

4.2.5 Number of years worked in NWSC

The table below shows the number of years that each respondent has worked in NWSC. The number of years start from a range of 1 year to above 3 years.

Table 1: Composition of the number of years each respondent has worked in NWSC

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 year	6	17.6	17.6	17.6
2 years	13	38.2	38.2	55.9
3 years	9	26.5	26.5	82.4
Above 3 years	6	17.6	17.6	100.0
Total	34	100.0	100.0	

Source: primary data, 2016

As shown in Table 1, the respondents that have worked in NWSC for 1 year were 6 as well as for above 3 years, those that have worked in NWSC for 2 years were 13 years and those that have worked in NWSC for 3 years were 9. In the same table, the percentage for 1 year was 17.6%, 2 years was 38.2%, 3 years was 26.5% and above 3 years was 17.6%.

4.2.6 Number of shifts scheduled per day in NWSC

Table 2: Composition for number of shifts

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8	23.5	23.5	23.5
one shift	5	14.7	14.7	38.2
three shifts	2	5.9	5.9	44.1
two shifts	19	55.9	55.9	100.0
Total	34	100.0	100.0	

Source: primary data, 2016

Most of the respondents (55.9%) stated that they have two shifts per day. Out of all the respondents, 19 respondents take two shifts per day, 5 respondents reported that they have one shift per day with a percentage of 14.7% and 2 respondents reported that they have three shifts per day which is the lowest percentage of 5.9% according to the study that was carried out. Most of the respondents suggested that they partake in these extra shifts so that they can earn more salary from their jobs. Finn (2000) suggested that it is important for government policymakers, business leaders, and shift workers themselves to become familiar with the major effects that working evenings and nights may have on employees and their families, in order to consider ways to modify the features that are harmful, while retaining or enhancing those that are beneficial. Many respondents however, also reasoned that having commitment for a certain job takes a lot of sacrifice and hard work.

4.2.7 Actions taken by managers/supervisors for employees who cannot perform

Table 3: Composition for actions taken by manager

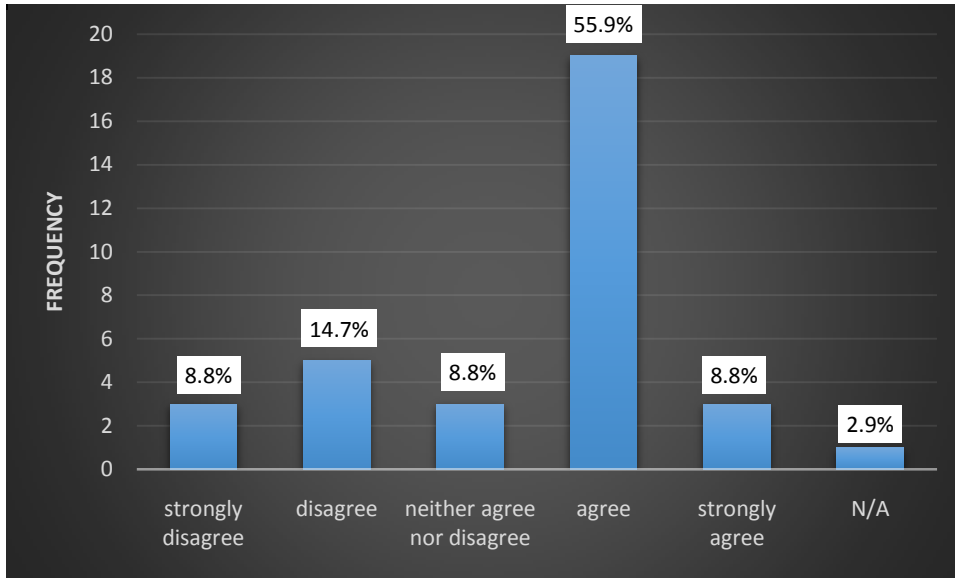
		Actions Taken			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	fire employee	3	8.8	10.0	10.0
	advise employee	2	5.9	6.7	16.7
	arrange upgrade for employee	1	2.9	3.3	20.0
	chase employee	2	5.9	6.7	26.7
	join employee into teams	1	2.9	3.3	30.0
	expulsion of employee	1	2.9	3.3	33.3
	train employee	11	32.4	36.7	70.0
	regular supervision	1	2.9	3.3	73.3
	suspend employee	1	2.9	3.3	76.7
	warn employee	1	2.9	3.3	80.0
	talk to employee	1	2.9	3.3	83.3
	motivate employee	2	5.9	6.7	90.0
	replace employee	1	2.9	3.3	93.3
	send employee on leave	2	5.9	6.7	100.0
	Total	30	88.2	100.0	
Missing	System	4	11.8		
Total		34	100.0		

Source: primary data, 2016

In every organization, there is a necessity to follow up the activities of the employees. Table 3 above, comprises of actions that the managers/supervisors take when an employee does not perform the physical and mental requirements of the job duties/responsibilities. Many of the respondents reported that the manager/supervisor should invest more in training the employees in case they cannot perform the physical and mental requirements of the job duties/responsibilities. Finch et al., (2010) have shown that employees prefer to receive information from their supervisors and they like to get the big picture information from the organization's leaders, but they also want to hear the impact on their workgroup directly from the people to whom they report. Therefore, training of the employees got the highest percentage of 32.4%, followed by 8.8% of the respondents reporting that the employee should be fired, followed by 5.9% of the respondents reporting that the employee should either advise the employee, chase the employee, send the employee on leave or motivate the employee in some way. The least percentage (2.9%) suggested that the employee should arrange an upgrade for the employee, make the employee join teams, expel the employee from the job, regular supervision, talk to employee, warn the employee, suspend the employee or replace the employee. Many respondents therefore reasoned that managers/supervisors should always have a way to keep employees in line and encourage them to always prioritize their jobs.

4.2.8 Opinions of the respondents on the Appraisal Systems

Figure 5: Opinions given by the respondents



Source: primary data, 2016

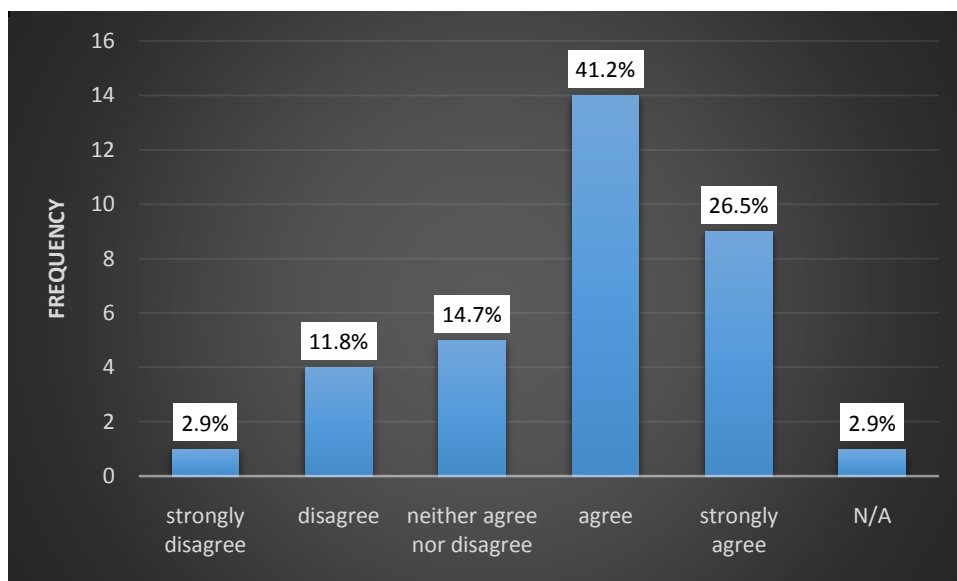
Most of the respondents (22 in total) agreed with the existence of appraisal systems in NWSC, where 19 agreed at 55.9% and 3 strongly agreed at 8.8%. This therefore shows that most of the employees agree with the appraisal systems in the organization. It should be noted that these respondents approve of the appraisal systems and agree that they highly impact the organizational objectives. 3 respondents at 8.8% and 5 respondents at 14.7% strongly disagreed and disagreed respectively with the appraisal systems in NWSC. This is enough to show that the employees do not like the application of appraisal systems into the internal environment of the NWSC. Such employees should be educated on the benefits that appraisal systems bring in the organization for example rewards after the performance of the employees has been measured. 3 respondents at 8.8% also revealed that they are not sure about the appraisal systems in NWSC since they neither agreed nor disagreed with the appraisal systems as seen in the study findings. These employees therefore find no difference in the appraisal systems whether they exist or not, for them the organization can succeed

whether the system exists or not. However, 1 respondent at 2.9% revealed that he/she does not know anything about the appraisal systems, which shows that he/she is clueless about the organizational activities.

Besides the above findings, it is evident on ground that the appraisal systems are observed and are essential in the organization for example the respondents revealed that they get regular meetings with supervisors to examine the progress of the employees in the organizational activities. Therefore, with the opinions about appraisal systems that were discovered, it is safe to say that the employees respect the value of the appraisal systems in NWSC.

4.2.9 Opinions of the respondents on Total Quality Management

Figure 6: Opinions given by the respondents



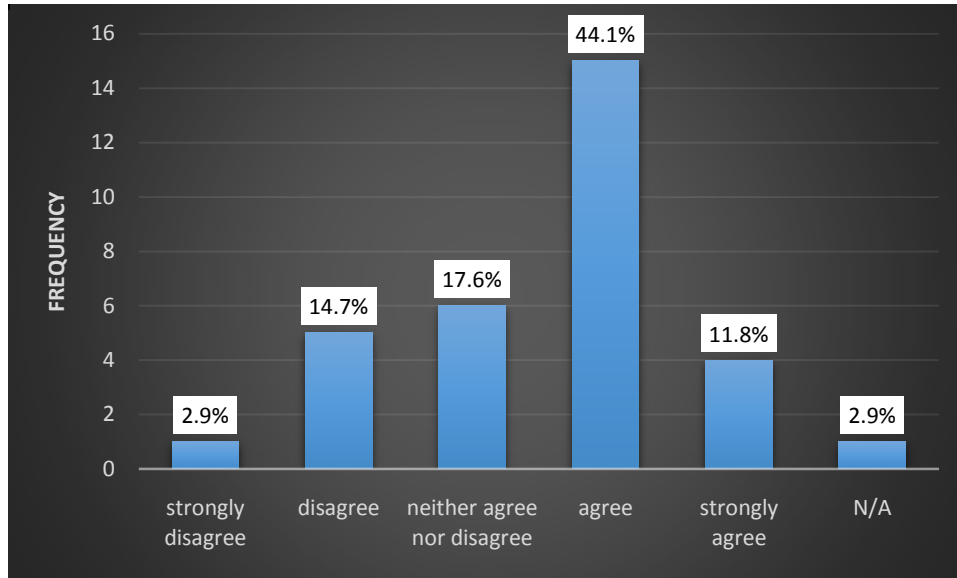
Source: primary data, 2016

Most of the respondents (23 in total) revealed the existence of total quality management in NWSC where, 14 respondents at 41.2% and 9 respondents at 26.5% out of 34 respondents agreed and strongly agreed respectively with total quality management in NWSC. It should

therefore be noted that the respondents accepted that total quality management is necessary in the organization. 1 of the respondents at 2.9% and 4 respondents at 11.8% strongly disagreed and disagreed respectively with the existence of total quality management in NWSC. These respondents believe that total quality management is not necessary in the organization as well as for carrying out the daily activities. In this case, the employees do not understand the importance of total quality management in NWSC. Therefore, they should be cultured into the ways in which total quality management is important for the betterment of the organization for example from the manufacturing stage to the marketing stage of the service or product. However, 5 respondents at 14.7% neither agree nor disagree with total quality management, so they do not know that total quality management exists and neither do they know that it is necessary in NWSC. Such employees rarely participate in the activities done in the organization which is why they are ignorant about total quality management. Supervisors/managers should be able to educate the employees about total quality management and try to also encourage them to engage in quality related activities for example carrying out research on the competition to get ideas on improving on quality in NWSC. 1 respondent at 2.9% according to the findings have no clue about total quality management.

4.2.10 If Market Orientation Affects Appraisal Systems and Total Quality Management

Figure 7: If Market Orientation Affects Appraisal Systems and Total Quality Management



Source: primary data, 2016

According to Micheels and Gow (2008), market orientation is defined as a firm's ability to generate and disseminate market intelligence through the firm as well as the marketing channel, and in turn, use this new knowledge to create products which meet the expressed as well as the concealed needs of the consumers. 19 respondents in total complied with market orientation affecting appraisal systems and total quality management, where 15 respondents at 44.1% and 4 respondents at 11.8% agreed and strongly agreed that market orientation affects appraisal systems and total quality management. With this discovery, it is safe to say that many of the respondents agree with the fact that having an idea about the market helps in implementing appraisal systems and total quality management successfully in the organization. 1 of the 34 respondents at 2.9% and 5 respondents at 14.7% strongly disagreed and disagreed respectively that market orientation affects appraisal systems and total quality management. These respondents believe that market orientation is not necessary to exercise

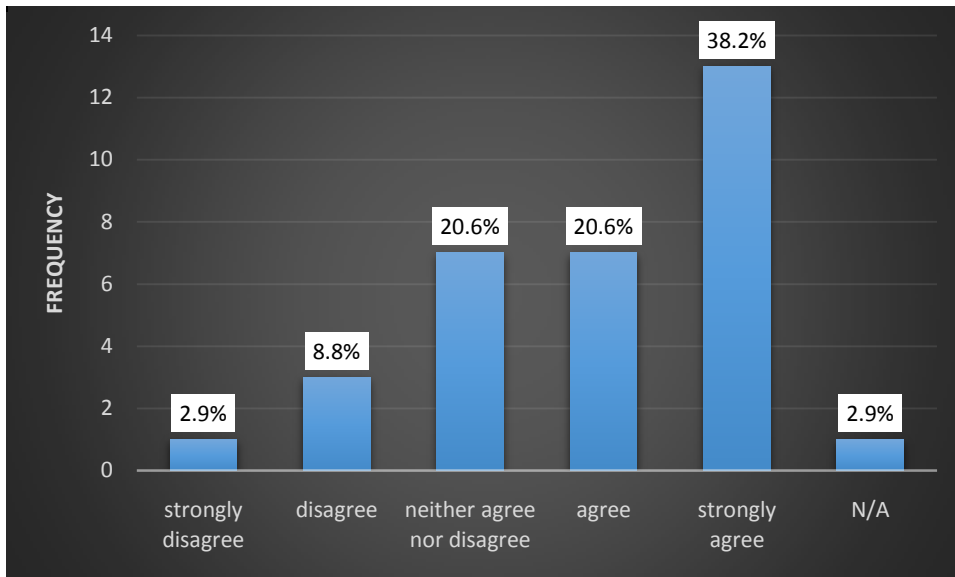
appraisal system and total quality management related activities. Therefore, if the management is certain that market orientation influences appraisal systems and total quality management, an awareness scheme should be carried out to realize the importance of market orientation in fulfilling the efforts of the appraisal systems and total quality management. However, 6 respondents at 17.6% neither agree nor disagree with market orientation affecting appraisal systems and total quality management, which implies that these employees do not know the importance of market orientation and do not see a difference of whether market orientation exists in the organization or not. These employees should also be made aware of market orientation and how it affects appraisal systems and total quality management. Also, 1 respondent at 2.9% have no idea about market orientation and how it affects appraisals systems and total quality management, which is a very big disadvantage to the organization.

4.2.11 If Organizational Structure Affects Appraisal Systems and Total Quality

Management

Figure 8: If Organizational Structure Affects Appraisal Systems and Total Quality

Management



Source: primary data, 2016

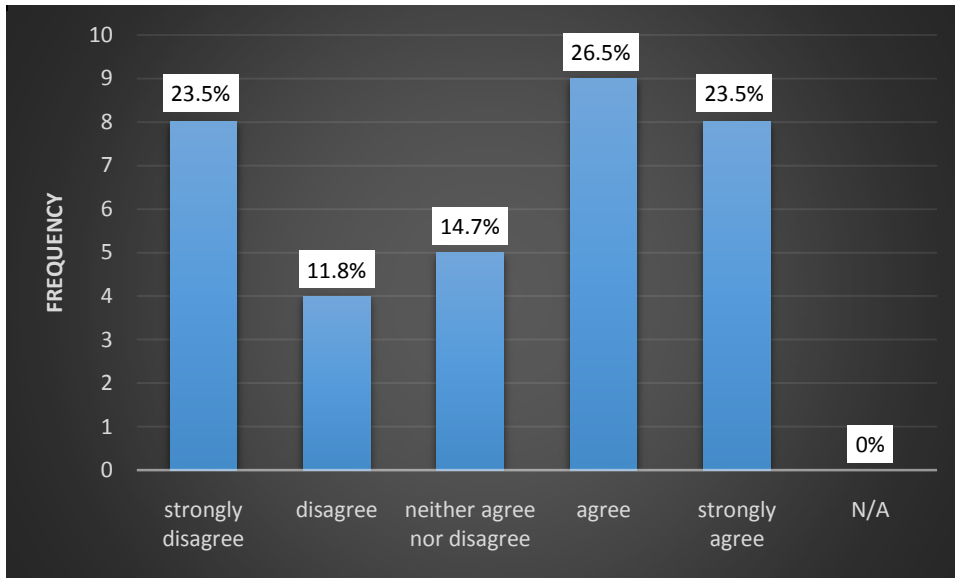
20 respondents in total complied with the organizational structure affecting appraisal systems and total quality management, where 7 respondents at 20.6% and 13 respondents at 38.2% agreed and strongly agreed respectively with the organizational structure affecting appraisal systems and total quality management. In this case, the employees approve of the organizational structure affecting the appraisal systems and total quality management. In relation to this matter, Hollenbeck (2000) explained that more flexible (decentralized and divisional) organizational structures are needed in new markets, while over time, as the organization acquires experience and tasks become increasingly predictable, a more centralized and functional structure is required. However, 1 respondent at 2.9% and 3 respondents at 8.8% strongly disagreed and disagreed respectively with the organizational structure having a hand in influencing appraisal systems and total quality management. These

employees believe that the organizational structure does not affect appraisal systems and total quality management in any way, and such employees should be made aware of how the organizational structure can affect the appraisal systems and total quality management. Achcaoucaou et al., (2010) explains that a less formalized and centralized organizational structure is more suitable in unstable and unpredictable environments. 7 respondents at 20.6% neither agreed nor disagreed with organizational structure having an influence on appraisal systems and total quality management. Therefore, this shows that the employees do not have a preference on whether organizational structures affect appraisal systems and total quality management or not. They explained that they do not see a difference in having a well vast organizational structure to implement appraisal systems and total quality management effectively and that whether it exists or not the organization will still function. Also 1 respondent at 2.9% has no clue on the organizational structure affecting appraisal systems and total quality management, so this employee in other wards should be made aware by the management on how organizational culture affects the appraisal systems and total quality management.

4.3 EMPLOYEE RELATIONS AND TOTAL QUALITY MANAGEMENT

The study required to determine whether employee relations in an organization lead to total quality management and the findings are as illustrated in Figure 9.

Figure 9: Employee Relations and Total Quality Management



Source: primary data, 2016

The findings in Figure 9 designate that 17 (50%) respondents agreed that employee relations can lead to total quality management, where 9 respondents at 26.5% and 8 respondents at 23.5% agree and strongly agree. According to Gennard and Judge (2005), total quality management places considerable emphasis on enlarging employees' responsibilities, reorganizing work and increasing employee involvement in problem-solving activities and that this search for continuous improvement is a central thrust. 12 (35.3%) disagreed that employee relations lead to total quality management, where 8 respondents at 23.5% and 4 respondents at 11.8% strongly disagree and disagree respectively. 5 respondents at 14.7% neither agree nor disagree that employee relations lead to total quality management, which means they are neutral.

Overell et al., (2004) agreed that the balance of the employee relationship is said to have shifted which enables knowledge workers to advance greater demands to their employers. This could possibly mean that employers having a relationship with employees is fit for carrying out the organizational activities successfully. The employees can easily disclose information to the employers about their demands which are worked upon as soon as possible.

The study further investigated that that the respondents determine whether the opinions sated in Figure 9 were valid and the findings about their views are illustrated in Table 4.

Table 4: Employee Relations and Total Quality Management

Details	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
To what level does communication influence quality?	2	5	6	11	6	1
	5.9%	14.7%	17.6%	32.4%	17.6%	3%
To what level does culture influence quality?	4	5	6	5	6	2
	11.8%	14.7%	17.6%	14.7%	17.6%	5.9%
To what level does employee remuneration influence quality?	1	1	5	11	9	2
	3%	3%	14.7%	32.4%	26.5%	5.9%
To what level does competition influence quality?	4	4	4	11	8	1
	11.8%	11.8%	11.8%	32.4%	23.5%	3%
To what level do working conditions influence quality?	3	2	2	9	16	1
	8.8%	5.9%	5.9%	26.5%	47.1%	3%

Source: primary data, 2016

The findings established that with communication influencing quality, 17 (50%) respondents agreed, where 11 respondents at 32.4% and 6 respondents at 17.6% agreed and strongly agreed respectively. 7 (20.6%) disagreed, where 2 respondents at 5.9% and 5 respondents at

14.7% strongly disagreed and disagreed respectively. 6 respondents at 17.6% neither agreed nor disagreed, which means they were neutral regarding the matter. However, 1 respondent at 3% revealed that communication does not in any way affect the quality of the services provided by NWSC. Hassall (2009) showed that communication activity is referred to as a requisite function and it is the extent to which a team satisfies these requisite functions that determines quality decision making. Furthermore, Veres et al (2010) suggested that internal and external communication have an impact on the quality of services provided, viewed from the perspective of the customers.

The findings also established that with culture influencing quality, 11 (32.3%) respondents agreed where 5 respondents at 14.7% and 6 respondents at 17.6% agreed and strongly agreed respectively. 9 (26.5%) respondents disagreed where 4 respondents at 11.8% and 5 respondents at 14.7% strongly disagreed and disagreed respectively. 6 respondents at 17.6% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have a specific opinion. However, 2 respondents at 5.9% believe that culture does not in any way affect quality. Furrer and Liu (2000) showed that service quality may provide useful insights for how firms should allocate resources in different cultural groups.

The study also recognized that with employee remuneration influencing quality, 20 (58.9%) agreed where 11 respondents at 32.4% and 9 respondents at 26.5% agreed and strongly disagreed respectively. 2 (6%) respondents disagreed where 1 respondent at 3% and 1 respondent at 3% strongly disagreed and disagreed respectively. 5 respondents at 14.7% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have a specific opinion. However, 2 respondents at 5.9% believe that employee remuneration does not in any way affect quality. Gerhart (2000) mentioned that variable pay plans increase the use of total quality management which often entails a movement toward team based organization and empowerment of employees to go beyond their traditional roles.

Mukherjee et al (2012) also stated that the best way to keep employees well motivated is by means of remuneration which directly affects the quality of service delivered.

The study also recognized that with competition influencing quality, 19 (55.9%) agreed where 11 respondents at 32.4% and 8 respondents at 23.5% agreed and strongly disagreed respectively. 8 (23.6%) respondents disagreed, where 4 respondents at 11.8% and 4 respondents at 11.8% strongly disagreed and disagreed respectively. Also 4 respondents at 11.8% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have a specific opinion. However, 1 respondent at 3% believe that competition does not in any way affect quality. Kranton (2003) indicates that competition for customers can eliminate the price premium needed to induce firms to maintain a reputation for high quality production.

The findings showed that with working conditions influencing quality, 25 (73.6%) respondents agreed, where 9 respondents at 26.5% and 16 respondents at 47.1% agreed and strongly agreed respectively. 5 (20.6%) disagreed, where 3 respondents at 8.8% and 2 respondents at 5.9% strongly disagreed and disagreed respectively. 2 respondents at 5.9% neither agreed nor disagreed, which means they were neutral regarding the matter. However, 1 respondent at 3% revealed that communication does not in any way affect the quality of the services provided by NWSC. According to Hanushek and Rivkin (2007), working conditions are potentially important in determining quality.

The study did a Pearson Correlation analysis to determine the relationship between employee relations and total quality management and the findings are illustrated in Table 5.

Table 5: Correlation analysis between employee relations and total quality management

Correlations

		Employee relations	Total quality management
Employee Relations	Pearson Correlation	1	.217
	Sig. (2-tailed)		.217
	N	34	34
Total Quality Management	Pearson Correlation	.217	1
	Sig. (2-tailed)	.217	
	N	34	34

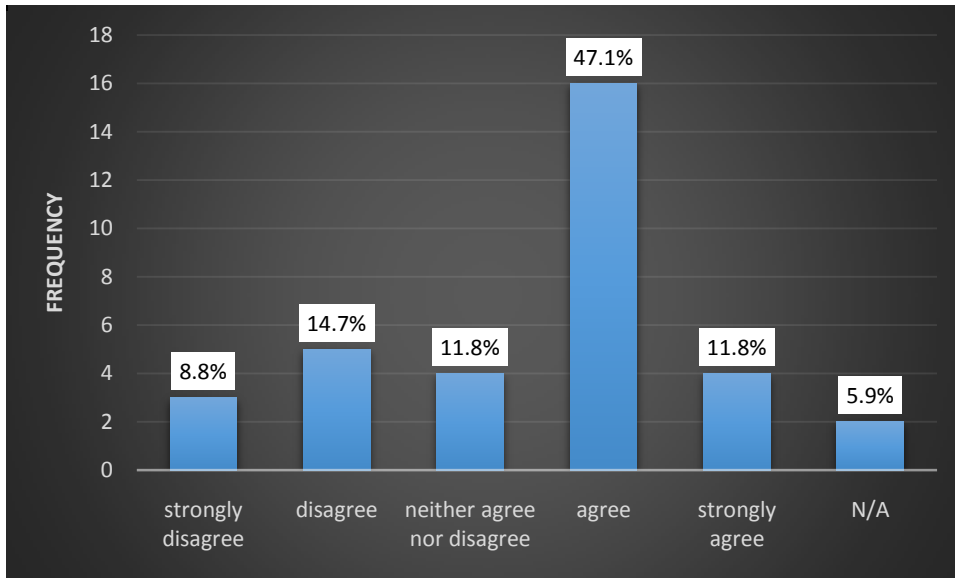
Source: primary data, 2016

The study determined the relationship between employee relations and total quality management. Using Pearson Correlation, it was discovered that there was an insignificant positive correlation between *employee relations* and *total quality management* ($r=0.217$). The correlation coefficient shows that there is a very weak relationship between the two mentioned variables. This therefore probably means that the quality of the services provided is high yet the employee relations in the organization are quite limited. In other words the employee relations indeed have an influence on total quality management. Hence showing communication between the employers and employees greatly motivates the employees into offering quality services for the benefit of the organization.

4.4 OPERATING PROCEDURES AND TOTAL QUALITY MANAGEMENT

This study required to determine whether operating procedures used in an organization lead to total quality management and the findings are illustrated in Figure 10.

Figure 10: Operating Procedures and Total Quality Management



Source: primary data, 2016

The findings in Figure 10 designate that 20 (58.9%) respondents agreed that operating procedures can lead to total quality management, where 16 respondents at 47.1% and 4 respondents at 11.8% agree and strongly agree. 8 (35.3%) disagreed that operating procedures lead to total quality management, where 3 respondents at 8.8% and 5 respondents at 14.7% strongly disagree and disagree respectively. 4 respondents at 11.8% neither agree nor disagree that operating procedures lead to total quality management, which means they are neutral. 2 respondents at 5.9% believe that operating procedures are not necessary to administer total quality management.

The study further discovered that the respondents determine if the opinions stated in Figure 10 were valid and the findings about their views are illustrated in Table 6.

Table 6: Operating Procedures and Total Quality Management

Details	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
To what level do work processes influence quality?	3	4	8	11	5	0
	8.8%	11.8%	23.5%	32.4%	14.7%	0%
To what level does employee training influence quality?	2	4	4	10	12	1
	5.9%	11.8%	11.8%	10%	35.3%	2.9%
To what level does a production schedule influence quality?	7	3	3	10	8	2
	20.6%	8.8%	8.8%	10%	23.5%	5.9%
To what level does the physical location influence quality?	6	4	9	9	4	0
	17.6%	11.8%	26.5%	26.5%	11.8%	0%
To what level do human resources influence quality?	3	0	3	15	11	2
	8.8%	0%	8.8%	44.1%	32.4%	5.9%

Source: primary data, 2016

The findings established that with work processes influencing quality, 16 (47.1%) respondents agreed, where 11 respondents at 32.4% and 5 respondents at 14.7% agreed and strongly agreed respectively. 7 (20.6%) disagreed, where 3 respondents at 8.8% and 4 respondents at 11.8% strongly disagreed and disagreed respectively. 8 respondents at 23.5% neither agreed nor disagreed, which means they were neutral regarding the matter. However, none of the respondents said that work processes do not in any way affect the quality of the services provided by NWSC. Anon (n.d) mentions that it is not the words of the value statement that produce quality products and services but the people and the processes that determine if there is going to be a change in quality.

The findings also established that with employee training influencing quality, 22 (45.3%) respondents agreed where 10 respondents at 10% and 12 respondents at 35.3% agreed and strongly agreed respectively. 6 (17.7%) respondents disagreed where 2 respondents at 5.9% and 4 respondents at 11.8% strongly disagreed and disagreed respectively. 4 respondents at 11.8% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have a specific opinion. However, 1 respondent at 3% believe that employee training does not in any way affect quality. According to Zhang (2000), in order to help organizations, implement total quality management, a large number of training courses and seminars were organized by the quality control associations at various levels.

The findings also established that with production schedule influencing quality, 18 (33.5%) respondents agreed where 10 respondents at 10% and 8 respondents at 23.5% agreed and strongly agreed respectively. 10 (29.4%) respondents disagreed where 7 respondents at 20.6% and 3 respondents at 8.8% strongly disagreed and disagreed respectively. 3 respondents at 8.8% neither agreed nor disagreed, which means these employees were neutral on the matters concerning the production schedule affecting quality and did not have a

specific opinion. However, 2 respondents at 5.9% believe that the production schedule does not in any way affect quality.

The findings also established that with the physical location influencing quality, 13 (29.4%) respondents agreed where 9 respondents at 26.5% and 4 respondents at 11.8% agreed and strongly agreed respectively. 10 (10%) respondents disagreed where 6 respondents at 17.6% and 4 respondents at 11.8% strongly disagreed and disagreed respectively. 9 respondents at 26.5% neither agreed nor disagreed, which means these employees were neutral on the matter concerning the physical Location of NWSC and did not have a specific opinion.

The findings also established that with human resources influencing quality, 26 (76.5%) respondents agreed where 15 respondents at 44.1% and 11 respondents at 32.4% agreed and strongly agreed respectively. 3 (8.8%) respondents disagreed where 3 respondents at 8.8% and no respondents at 0% strongly disagreed and disagreed respectively. 3 respondents at 8.8% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have an exact opinion. Nevertheless, 2 respondents at 5.9% believe that human resources do not in any way affect quality. According to Schneider (2011), the human resource management practices and policies are crucial to creating and maintaining a positive work culture, one that rewards, supports and expects employees to consistently and thoughtfully focus on the quality of their work and service.

The study did a Pearson Correlation analysis to determine the relationship between operating procedures and total quality management and the findings are illustrated in Table 7.

Table 7: Correlation analysis between operating procedures and total quality management

Correlations

		Operating procedures	Total Quality Management
Operating Procedures	Pearson Correlation	1	.059
	Sig. (2-tailed)		.741
	N	34	34
Total Quality Management	Pearson Correlation	.059	1
	Sig. (2-tailed)	.741	
	N	34	34

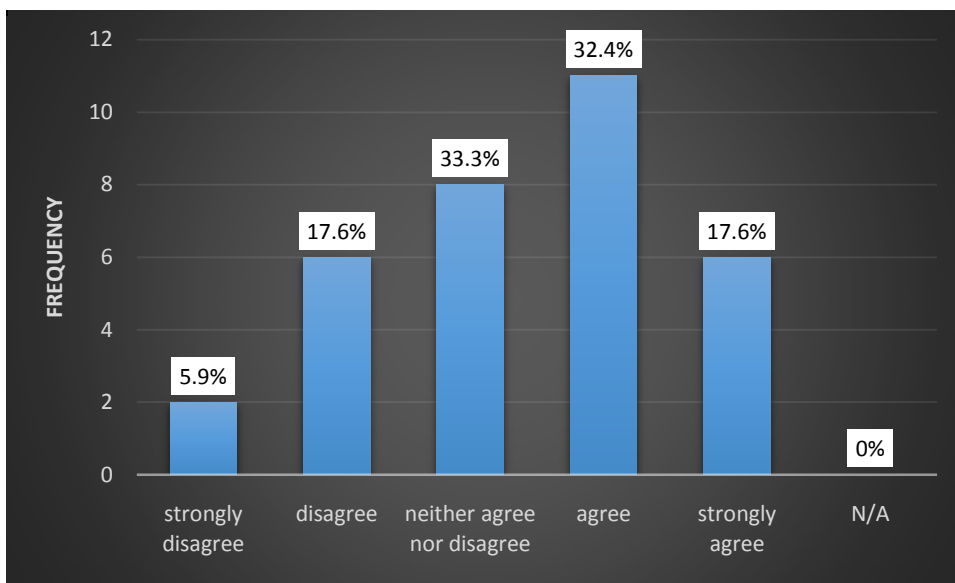
Source: primary data, 2015

According to the findings in the table, the Pearson Correlation revealed that there is an insignificant positive correlation ($r=0.058$). This shows that operating procedures have an influence on total quality management. This can be seen from the positive correlation that is insignificant hence it is important for the managers/supervisors to take part in operating procedures so as to offer high quality services.

4.5 CUSTOMER SATISFACTION AND TOTAL QUALITY MANAGEMENT

This study required to determine whether customer satisfaction enjoyed by the customers of an organization leads to total quality management and the findings are illustrated in Figure 11.

Figure 11: Customer Satisfaction and Total Quality Management



Source: primary data, 2016

The findings in Figure 11 confirm that 17 (50%) respondents agreed that customer satisfaction can lead to total quality management, where 11 respondents at 32.4% and 6 respondents at 17.6% agree and strongly agree. 8 (35.3%) disagreed that customer satisfaction leads to total quality management, where 2 respondents at 5.9% and 6 respondents at 17.6% strongly disagree and disagree respectively. 8 respondents at 33.3% neither agree nor disagree that operating procedures lead to total quality management, which means they are neutral. None of the respondents at 0% believe that customer satisfaction is not necessary to administer total quality management.

According to Agbor (2011), whether an organization provides quality services or not, it will depend on the customers' feedback on the satisfaction they get from consuming the products, since higher levels of quality lead to higher levels of customer satisfaction. Jahanshahi (2011) also stated that quality of services to a customer is one of the most important factors in identifying new customer needs and the key to customer satisfaction is providing the customers with their undiscovered needs.

The study further discovered that the respondents determine whether the opinions stated in Figure 11 were valid and the findings about their views are illustrated in Table 8.

Table 8: Customer Satisfaction and Total Quality Management

Details	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
To what extent do quality services influence quality?	2 5.9%	1 2.9%	7 20.6%	18 52.9%	5 14.7%	0 0%
To what level does personal interaction influence quality?	4 11.8%	0 0%	5 14.7%	15 44.1%	6 17.6%	0 0%
To what level does increase in profitability influence quality?	4 11.8%	5 14.7%	4 11.8%	13 38.2%	5 14.7%	1 2.9%
To what level does increase in market share influence quality?	4 11.8%	4 11.8%	4 11.8%	8 23.5%	11 32.4%	2 5.9%
To what level do employees influence quality?	5 14.7%	1 2.9%	3 8.8%	11 32.4%	12 35.3%	1 2.9%

Source: primary data, 2016

The findings established that with quality services influencing quality, 23 (67.6%) respondents agreed where 18 respondents at 52.9% and 5 respondents at 14.7% agreed and

strongly agreed respectively. 3 (8.8%) respondents disagreed where 2 respondents at 5.9% and 1 respondent at 2.9% strongly disagreed and disagreed respectively. 7 respondents at 20.6% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have an exact opinion. Nevertheless, no respondents believe that quality services do not in any way affect quality. Araujo et al., (2005) stated that to better understand the role that quality service plays on the customer experience employee interaction with customers therefore this aspect has been showing increasing importance beyond the tangible attributes of service quality evaluated in recent research.

The findings established that with personal interaction influencing quality, 21 (61.7%) respondents agreed where 15 respondents at 44.1% and 6 respondents at 17.6% agreed and strongly agreed respectively. 4 (11.8%) respondents disagreed where 4 respondents at 5.9% and 0 respondents at 0% strongly disagreed and disagreed respectively. 5 respondents at 14.7% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have an exact opinion. Nevertheless, no respondents believe that personal interaction does not in any way affect quality. Patrick and Vesna (2010) suggest that efforts to assure personal interaction quality with customers are needed to improve relationship quality as well as customer loyalty.

The findings established that with increase in profitability influencing quality, 18 (52.9%) respondents agreed where 13 respondents at 38.2% and 5 respondents at 14.7% agreed and strongly agreed respectively. 9 (26.5%) respondents disagreed where 4 respondents at 11.8% and 5 respondents at 14.7% strongly disagreed and disagreed respectively. 4 respondents at 11.8% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have an exact opinion. Nevertheless, 1 respondent at 2.9% believed that increase in profitability does not in any way affect quality.

The findings established that with increased market share influencing quality, 19 (55.9%) respondents agreed where 8 respondents at 23.5% and 11 respondents at 32.4% agreed and strongly agreed respectively. 8 (23.6%) respondents disagreed where 4 respondents at 11.8% and 4 respondents at 11.8% strongly disagreed and disagreed respectively. 4 respondents at 11.8% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have an exact opinion. Nonetheless, 2 respondents at 5.9% believe that increased market share does not in any way affect quality. Moghaddam and Foroughi (2012) indicated that managers who want to increase market share need to improve quality, introduce new product or variety of goods, apply the customer request specification in size and color and hiring the specialized staff for after-sale service.

The findings established that with employees influencing quality, 23 (67.7%) respondents agreed where 11 respondents at 32.4% and 12 respondents at 35.3% agreed and strongly agreed respectively. 6 (17.6%) respondents disagreed where 5 respondents at 14.7% and 1 respondent at 2.9% strongly disagreed and disagreed respectively. 3 respondents at 8.8% neither agreed nor disagreed, which means these employees were neutral on the whole matter and did not have an exact opinion. Yet, 1 respondent at 2.9% believe that employees do not in any way affect quality.

The study did a Pearson correlation analysis to determine the relationship between customer satisfaction and total quality management and the findings are illustrated in Table 9.

Table 9: Correlation analysis between customer satisfaction and total quality management

Correlations

		Customer Satisfaction	Total Quality Management
Customer Satisfaction	Pearson Correlation	1	.042
	Sig. (2-tailed)		.815
	N	33	33
Total Quality Management	Pearson Correlation	.042	1
	Sig. (2-tailed)	.815	
	N	33	34

Source: primary data, 2015

The table findings show that there is a positive and insignificant relationship *between customer satisfaction and total quality management* ($r=0.042$). The higher the levels of customer satisfaction, the more the levels of quality services provided in the organization. This means that the employees in the organization value the fact that the customers are also assets within the organization and the managers also need to manufacture customers oriented so as to achieve customer satisfaction hence quality services are provided.

4.6 CONCLUSION

In this chapter, data was presented, analyzed using SPSS and discussed with literature review, the correlation analysis was carried out to determine the effect of appraisal systems on total quality management.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter stresses the major conclusions from the findings of the study done at NWSC and figures out the recommendations to address the problems facing appraisal systems and total quality management and how NWSC can change the thinking of the employees to make them realize that having appraisal systems and total quality management involves dynamic involvement of the employees in the work environment, so that they can perform in accordance to the organizational objectives of the firm.

5.1 SUMMARY OF THE FINDINGS

The summaries of the findings are presented based on the objectives of the study, the research hypothesis and the conceptual framework. The specific objective of the study was to study the relationship between appraisal systems and total quality management. The research therefore answered three objective questions and from the study is showed that there is a positive relationship between the appraisal systems and total quality management in organizations. It is shown by the correlations between employee relations and total quality management at 0.217, between operating procedures and total quality management at 0.059 and between customer satisfaction and total quality management at 0.042.

5.1.1 Relationship between employee relations and total quality management

From the correlation that was conducted it was found that employee relations have a positive and insignificant relationship with total quality management with a correlation of 0.217. This therefore means that high quality in an organization is achieved if the employers and employees communicate effectively with each other. This encourages the employees to work

harder in the work environment since they are supervised by their employees which makes it easy to talk about work issues. So in this case employee relations influence total quality management.

5.1.2 Relationship between operating procedures and total quality management

From the analysis that was carried out, it was discovered that operating procedures have a positive and insignificant relationship ($r=0.059$) with total quality management. This therefore means that if the organization continues to apply timely operating procedures in its everyday activities, the quality of the good and services in the organization will ultimately improve. So this will consequently improve on the quality of the services provided by the organization.

5.1.3 Relationship between customer satisfaction and total quality management

The study that was carried out found that customer satisfaction has a positive relationship with total quality management of 0.042. This therefore implies with continuous customer satisfaction, which shows that the organization cares about its customers, the quality of the services provided by the organization will considerably increase or improve within the organization. Customers can sometimes ask for customer oriented services which encourages more customers into the organization and thus the quality since all customers have different ideas.

5.2 CONCLUSIONS

The findings from the study found a positive and insignificant relationship between employee relations and total quality in the organization, a positive and insignificant relationship between operating procedures and total quality management and also a positive and insignificant relationship between customer satisfaction and total quality management.

Therefore, it is safe to say that there is a positive relationship between appraisal systems and total quality management.

5.3 RECOMMENDATIONS

Based on the challenges faced while undertaking appraisal systems, and the on the findings attained in NWSC, a number of recommendations have been made in order to address those problems and challenges so that quality can improve. The researcher developed these suggestions aware that addressing the challenges to appraisal systems is a crucial responsibility for NWSC and its stakeholders as a whole because it is the management that play a big role in the success of the organization in relation to the quality of the services. The recommendations are discussed below:

The role of appraisal systems is an important item when it comes to measuring the performance of the employees therefore there is need for the management in an organization to involve the employees when it comes to measuring their performance so as to directly know how the work in the organization is progressing.

Employees should be continuously briefed on all issues which affect the organization and its workers. Information should be communicated in such a way that all employees no matter the level is aware of what is going on in the organization or any particular point in time.

It is interesting to note that appraisal systems as used in the organization for measurement of the performance of the employees seems to be one of the vital factors that may help enhance an effective management of NWSC. It is quite obvious that this may contribute to improving the quality of the services provided and to generate the necessary profits for the growth of the organization.

The management of NWSC needs to increase their interactions with their employees in staff meetings and increasing guided discussions of topics related to issues in the organization. This will in turn help to bring up more ideas on quality improvement. Employees should also be allowed to make contribution in quality development as they play a major role in quality implementation activities.

5.4 SUGGESTIONS FOR FURTHER STUDY

This study concluded a substantial positive relationship between appraisal systems and total quality management. From the findings of the study, the researcher urges that there should be further research using other different variables and some of these include the following;

The impact of training on total quality management and how it can be an essential tool in refining the quality of the services provided by the organization.

The role decision making process plays in promoting quality improvement within an organisation.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

(To be filled in by the employees of National Water and Sewerage Corporation)

Dear Sir/ Madam,

I am **Ninsiima Isabel** a student of Uganda Martyrs University pursuing a Bachelor's Degree in Business Administration and Management. I am currently conducting a study on **Appraisal Systems and Total Quality Management at National Water and Sewerage Corporation in Kampala**. The study is purely for academic purposes and the information given should be treated with extreme confidentiality and a reflective manner of professionalism. I therefore, humbly request you to spare some time and answer the following questions.

Note: This questionnaire has two parts 1 and 2. Please endeavor to answer all questions.

PART 1 (Tick or write answers in full where applicable).

1. Name (Optional).....

2. Gender

a) Male

b) Female

3. Marital status:

a) Single

b) Married

c) Widow(er)

d) Divorced

4. Age bracket

a) 18-25

b) 26-35

c) 36-45

d) 46 and above

5. Highest level of education attained

- a) UCE b) UACE c) Tertiary d) University

6. For how many years have you been working in National Water and Sewerage Corporation?

- a) 1 year b) 2 years c) 3 years d) Above 3 years

PART 2 (Please tick, in one of the options provided that you think is the most appropriate)

APPRAISAL SYSTEMS

1= strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree

5= strongly agree N/A=Not Applicable

What opinion do you have on;

Appraisal Systems

1	2	3	4	5	N/A
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Total Quality Management

1	2	3	4	5	N/A
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	1	2	3	4	5	N/A
Employee Relations (ER)						
ER1 To what level do employee relations improve on total quality management?						
ER2 To what level does communication influence total quality management?						
ER3 To what level does culture influence total quality management?						
ER4 To what level does employee remuneration influence total quality management?						
ER5 To what level does competition influence total quality management?						
ER6 To what level do working conditions influence total quality management?						

What should a manager/supervisor do if an employee cannot perform the physical or mental requirements of the job duties/responsibilities?

	1	2	3	4	5	N/A
Operating Procedures (OP)						
OP1 To what level do rules improve on quality?						
OP2 To what level do work processes influence quality?						
OP3 To what level does employee training influence quality?						
OP4 To what level does a production schedule influence quality?						
OP5 To what extent does the physical location affect the quality?						
OP6 To what level do human resources influence quality?						

How many shifts are regularly scheduled per day?

	1	2	3	4	5	N/A
Customer Satisfaction (CS)						
CS1 To what level does customer satisfaction affect quality management?						
CS2 To what extent do quality services influence quality?						
CS3 To what level does personal interaction influence quality?						
CS4 To what level does increase in profitability influence quality?						
CS5 To what level does increased market share influence quality?						
CS6 To what level do employees influence quality?						

To what level does market orientation affect Appraisal Systems and Total Quality Management?

1	2	3	4	5	N/A

To what level does organisational structure affect Appraisal Systems and Total Quality Management?

1	2	3	4	5	N/A

PART 3 (Please tick, in one of the options provided that you think is the most appropriate)

TOTAL QUALITY MANAGEMENT

1= strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree

5= strongly agree N/A=Not Applicable

Employee Involvement (EI)	1	2	3	4	5	6
EI1 Training courses are important for employees.						
EI2 Are employees involved in the decision making process of the company?						
EI3 Is forming employee teams necessary in the work environment of the company?						
Process Improvement (PI)						
PI1 Does the process link to the organisation's mission and priorities?						
PI2 Employees are necessary for process improvement in the company.						
PI3 Does a company need multiple processes to carry out organisational activities?						
Performance Measures (PM)						
PM1 Work without supervision is necessary.						
PM2 Co-workers share information and new ideas throughout the company.						
PM3 Employees are committed to serving the company.						

Your assistance is highly appreciated

APPENDIX II: RECOMMENDATION LETTER

Uganda
Martyrs
University

making a difference

Office of the Dean
Faculty of Business Administration and Management

Your ref.:
Our ref.:

Nkozi, 17th May 2016

To Whom it may Concern

Dear Sir/Madam,

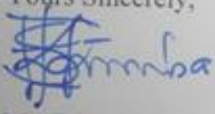
Re: Assistance for Research:


Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you Ms Ninsiima Isabel who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a field based study work which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

Mr. Edward Segawa
Associate Dean



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