

Seminar Paper

**Introducing Total Quality Management Approach for
Improved Service Delivery at Administrative Wing of
Bangladesh Economic Zones Authority**

Date of Submission

22 September 2019

Submitted to

Dr. Muhammad Abu Yusuf
MDS (Research & Consultant)

&

Module Co-ordinator
Seminar Paper Preparation & Presentation
126th Advanced Course on Administration & Development

Submitted by

KhokanKantiSaha

Roll: 128

126th Advanced Course on Administration & Development

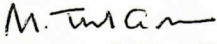


**Bangladesh Public Administration Training Centre
Savar, Dhaka, Bangladesh**

Certificate

This is to certify that the seminar paper entitled '**Introducing Total Quality Management Approach at the Administrative Wing of Bangladesh Economic Zones Authority**' has been prepared by Khokan Kanti Saha (15679), Manager (Deputy Secretary), Bangladesh Economic Zones Authority, Prime Minister's Office, who is a participant of 126th Advanced Course on Administration and Development (ACAD) held at Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka. The paper has been prepared under my direct supervision and guidance accomplishing all the activities satisfactorily. The quality of the paper is above satisfaction to me and the course management can accept the paper as a fulfillment of the course.

Date: 08.09.2019


(**Dr. Mohammad Tarikul Islam**)
Research Consultant
&
Associate Professor
Department of Government and Politics
Jahangirnagar University
Savar, Dhaka.

Seminar Paper

**Introducing Total Quality Management Approach for
Improved Service Delivery at Administrative Wing of
Bangladesh Economic Zones Authority**

**Bangladesh Public Administration Training Centre
Savar, Dhaka, Bangladesh**



Acknowledgement

First and foremost, all praises and gratefulness to the Almighty God for his immense blessings bestowed on me during the preparation of this seminar paper. I wish to provide my sincere appreciation to Mr. Rakib Hossain ndc, Rector, BPATC and Secretary to the Government, who motivates all participants of 126th ACAD including me to devote ourselves to prepare seminar paper on different institutional issues for achieving the objective of more efficient public sector organizations.

I submit my sincere gratitude to Dr. Muhammad Abu Yusuf, MDS (Research & Consultant), BPATC and Module Co-ordinator of Seminar Paper Preparation and Presentation module for his invaluable advice and directions on different aspects of seminar paper writing.

A debt of gratitude is also owed to my respected research consultant Dr. Mohammad Tarikul Islam, Associate Professor, Department of Government & Politics, Jahangirnagar University for his thoughtful, meticulous and enthusiastic supervision that guide me in the right direction to prepare seminar paper proposal, conduct research activities and finally write the seminar paper. His keen observations and suggestions on different aspects of writing a seminar paper will be my asset in future also while indulge in similar activities.

I am highly obliged in taking the opportunity of conveying my heartfelt acknowledgement to Mr. Paban Chowdhury, Executive Chairman of Bangladesh Economic Zones Authority (BEZA) and Secretary to the Government and all other relevant personnel and service recipients of BEZA to assist me with their pertinent views on different discussion points of seminar paper as well as in collecting survey data.

I would also like to place on record my cordial thanks and indebtedness to respected Course Advisor Mr. Md. Zafar Iqbal ndc, MDS (M&PA), BPATC, Course Director Dr. Mohammed Amjed Hossain, Director (ST& RC), Course Co-ordinators of 126th ACAD and all personnel of BPATC for their candid support and co-operation throughout the study.

Last but not the least, my sense of gratitude to my family, participants of 126th ACAD and individuals related to this venture in any way for their perpetual encouragement and support that persuades me to complete this paper within timeframe.

Sincerely yours,

(Khokan Kanti Saha)

Roll No. 128

A Participant of 126th ACAD

Abstract

The administrative wing of Bangladesh Economic Zones Authority (BEZA) follows the traditional bureaucratic style of management in which service delivery processes are not commitment-based rather than compliance-based that creates hindrances to maintain quality of the delivered services to the client. This study critically investigated which techniques of Total Quality Management (TQM) could be utilized to improve the quality level of delivered services of this wing. The study aimed at identifying the major hindrances present at the service delivery system of this wing and the underlying gaps between expected service and delivered service. Then, the study explored the appropriate TQM techniques whose application in the service delivery processes could improve the quality of the delivered service. The study was carried out adopting a mix research method combining different approaches of qualitative and quantitative analysis. Data from primary and secondary sources were considered in this study, whereas the primary data was collected through key informant interview (KII), interviews/discussions and questionnaire survey conducted on internal and external service clients. The secondary data was collected by analyzing different articles, books and relevant published documents. In the study, it was found that the wing established a customer-focus service delivery system, which was more or less responsive to the clients' demand. The personnel involved in different tasks of service design and processing were cooperative and supportive to meet the demand of the client's in service. However, the inefficient accomplishment of service related tasks was the area of concern found in this study. Tasks streamlining flow-chart or any other similar tools were not used in this wing to eliminate the non-value-adding activities and reduce the complexity of the service designing and operation system. The existence of poor performance in service specification and variations in the delivered services were found in the system that mainly originated from the absence of rationalized service delivery processes. The existing service delivery system of BEZA was poor in time management and also in innovating new ideas. The existing issues in service delivery system of this wing could be reduced with the key principles and values of TQM approach. The service design and process tasks could be improved with the right service design and process streamlining techniques aligning with the requirements of the clients. Institutionalisation of team approach through the involvement of all actors in service delivery with support from higher management could facilitate the improved service delivery in respect of time, cost and quality. Finally, adoption of continuous improvement (kaizen) culture would ensure the incremental quality in delivered services and contribute to innovative service delivery to make the system resilient to change in demand.

Keywords: Total Quality Management (TQM), Quality, Service delivery, Continuous improvement (kaizen), Standardisation, Specification, Team approach, Top management commitment, Communication, Process Streamlining, 5S tool.

Table of Contents

Cover Page	
Certificate	
Title	
Acknowledgement.....	i
Abstract.....	ii
Table of Contents.....	iii
List of Figures.....	iv
List of Tables.....	v
Abbreviations/Acronyms.....	vi
1.0 Introduction and Literature Review	1
1.1 Background of the Study.....	1
1.2 Review of the Literature	2
7.0 Methodology/Data Analysis/Results.....	7
7.1 Methodology.....	7
7.1.1 Research Methods and Approach.....	7
7.1.2 Sampling and Data Collection Methods.....	8
7.1.3 Data Analysis and Presentation.....	8
7.1.4 Analysis of Survey Data.....	9
7.1.4 Rating of Features of Total Quality Management	17
7.2 Results and Discussions	18
<i>References</i>	25
<i>Annexure A</i>	27
<i>Annexure B</i>	31

List of Figures

	Page
Fig. 6.1 Conceptual framework of the study	07
Fig. 7.1 Frequency of the service experience of the respondents	09
Fig. 7.2 Types of services received by the respondents	10
Fig. 7.3 Clients Satisfaction on services received	10
Fig. 7.4 Responsiveness to meet client's requirements in service delivery	11
Fig. 7.5 Involvement of service recipients in design or process	11
Fig. 7.6 Degree of accuracy in specification	12
Fig. 7.7 Variation observed in the same services delivered at different times	13
Fig. 7.8 Communication efficacy of the wing	13
Fig. 7.9 Top management commitment	14
Fig.7.10 Dedication of the personnel to organizational values	14
Fig. 7.11 Availability of standard formats in seeking services	15
Fig. 7.12 Co-operative attitude of the personnel	15
Fig.7.13Performance in timely delivery of services	16

List of Tables

	Page
Table 7.1 Presence of detrimental factors in service delivery	17
Table 7.2 Importance of TQM as rated by the respondents	18

Abbreviations/Acronyms

BEZA	Bangladesh Economic Zones Authority
BPATC	Bangladesh Public Administration Training Centre
IPS-TQM	Improving Public Services through Total Quality Management
ISO	International Organisation for Standardisation
OSS	One Stop Service
UN	United Nations
UNDP	United Nations Development Programme
USD	United States Dollar

Seminar Paper

Title

Introducing Total Quality Management Approach for Improved Service Delivery at Administrative Wing of Bangladesh Economic Zones Authority

1.0 Introduction and Literature Review

1.1 Background of the Study

Better service delivery is a prerequisite of achieving organizational excellence as well as client satisfaction in public organizations. It is a common purpose of any public organization to fulfill the service requirements of the service receivers by delivering services to the expected level, which is responsive to the real demand and satisfactory to different quality attributes. Different quality ensuring management philosophy, such as, 'Total Quality Management (TQM)' directs both public and private sector organizations to improve the quality level of the delivered services. Total Quality Management (TQM) can be stated as bringing improvement in service quality continually streamlining the processes and committing all-involvement in the delivery processes of services that satisfy the clients. Total Quality Management (TQM) is defined by International Organization for Standardisation (ISO) (Raj 2017, Pandey 2014) as:

'TQM is the management approach of an organization, centered on quality, based on the participation of all its members and aiming at long-term success to customer satisfaction, and benefits to all members of the organization and to society'.

In fact, TQM is an effective technique that emphasizes on both 'fitness for use', 'conformance to customer requirement', excellence in product attributes and other dimensions of quality of products and services (Garvin 1986, cited in Lakhe & Mohanty 1994) and improves the quality level continuously. Garvin (King 1991) has mentioned five parameters of quality from the perspectives of scopes of quality, which are characteristics approach, product-based approach, i. e., product

features, user-based approach, i. e., appropriateness to use, production-based approach, i. e., conformance to requirements and value-based approach, i. e., satisfaction of clients regarding performance and conformance. The quality dimensions of services intrinsically integrate in the management tactic followed by the concerned organization. In case of the administrative wing of Bangladesh Economic Zones Authority (BEZA), the management approach establishes from the rule-imposed traditional bureaucratic style of management in which accomplishment of service providing tasks are performed with the obligations of complying relevant provisions articulated in the rules and procedures, which always creates hindrances to maintain quality of the delivered services. From this consideration, application of different client and people-focused TQM techniques can improve the service quality level of administrative wing of BEZA and the study has attempted try to find out how this can be achieved by applying TQM approach.

1.2 Review of the Literature

The Total Quality Management Approach (TQM) is applicable to public organizations as in the private sector in addressing various quality problems of different complexity levels (Hammons & Maddux, cited in Sharma & Zahirul 2010). Sharma & Zahirul (2010) conducted an exploratory research on the adoption of TQM in the Fiji Housing Authority that helped the organization in overcoming its financial difficulties. He observed that the implementation of TQM enhanced the efficiency in services and attained better satisfaction of the customers and employees. It also decreased non-permitted absence of employees from the work, time required for providing service and turnover of the employees. Most importantly, initiating the TQM-based quality management programme, the Fiji Housing Authority enabled to sustain its improved performance in different areas of service delivery.

Ozda&Oyebamiji (2018) carried out a research to investigate how TQM could affect the performance of employees in a teaching hospital of Nigeria. In their study the researchers measured the effects of different TQM principles including top management commitment, continuous effort in improving the existing conditions, proper training for development, employee appreciation, effective communication,

client-centric system, team-based management, employee involvement with satisfaction on the performance of employees worked in that hospital. It was found in the study that reward and recognition in terms of salary increment was a hygiene factor related to their performance in service delivery. Political pressures and gender biasness at a minimal level had considerable negative effects and influenced the performance of the employees. The findings of the study reflected that reward and recognition and employee satisfaction in the workplace were vital for TQM implementation.

An exploratory research was carried out by Mumo (2015) on 'Total quality management implementation and service delivery at Kenya Power'. Kenya Power Company had implemented TQM to improve the service delivery for better customer satisfaction. The study attempted to identify the extent of TQM principles applied in Kenya Power, its impact on service delivery and remaining challenges for further improvement in TQM implementation. The study revealed that strong commitment from top level executives was crucial for effective TQM implementation that actually existed in Kenya Power. The constraints were found in the bottom level regarding employee involvement and training despite the organizational flexibility that empowered the employees in discretionary decision-making in providing services. However, improved service delivery and easy access to service were ensured in this organization by constant communication with customers.

The findings of different research mentioned above on TQM effectiveness in improving service quality highlighted that TQM was an efficient technique for improved service delivery, if support from top management, efficient involvement of employees, process streamlining and customer requirements were guaranteed.

2.0 Problem Statement

Bangladesh Economic Zones Authority (BEZA), which has been instituted under the Bangladesh Economic Zones Authority Act, 2010 is a self-governing organization under the Prime Minister's Office of Bangladesh. An 'economic zone' is a geographically demarcated bonded area with all facilities for setting up industrial units

to produce commercial goods. The missions of BEZA are to develop 100 economic zones by 2030 to create 10 million direct and indirect employments and an additional annual export of products worth USD 40 billion. This organization has a mandate to attract potential investors from domestic and international markets to invest in different industrial sectors at various economic zones. To execute its functions BEZA has an approved organogram with 255 posts of different categories. The organization is a 6-layered hierarchical organization at which the executive level consists of an Executive Chairman, rank of the Secretary to the government and three executive members, who are the additional secretaries to the government. Then, the hierarchy level goes down to managerial level: general managers, managers, deputy managers and assistant managers respectively. The executive members are in charge of three wings of the BEZA organogram, which are administrative wing, planning and development wing, and investment promotion wing, run by Executive Member (Administration & Finance), Executive Member (Planning & Development) and Executive Member (Investment Promotion) respectively. The main activities of the administrative wing are related to human resources management, movable asset management and financial management. This wing is responsible for delivering different services to the employees of BEZA and external clients. For processing different services, the wing follows some set procedures as depicted in the relevant acts, rules, regulations, circulars, etc., promulgated for this organization exclusively or applicable to the public sector organizations in general. Services are processed in the administrative wing of BEZA through a scalar chain of command, strict compliance of rules and procedures and other attributes of task-oriented scientific management theory. For making decisions the files need to send to the top level in most cases for approval, which is a reflection of over-processing in certain cases, and also time consuming and hence make the service producing system wasteful. For instance, in designing any service standardisation and specification are two vital characteristics. Standardisation is the process of regularising a practice for complying decisions at the top level. Specification helps to sketch the exact service requirement of the clients and provides the way to deliver required service with quality (Diwan 1997). In addition, the wing emphasises on processes rather than client's requirements in providing

services, but quality services cannot be delivered without fulfilling client's demand. Under this purview the wing does not have an efficient service delivery system as well as unresponsive to the satisfaction dimensions of its clients. But efficient service production system and delivery it to the level of customer's satisfaction are two key determinants of an organization in enabling quality service. It has been discussed in the literature review that different TQM techniques enable to remove the wastes in service producing processes and satisfy the customers. This study has focused on streamlining the service processes at administrative wing of BEZA with different approaches of TQM considering the client's demand and satisfaction.

3.0 Objectives of the Study

This study was postulated on the objectives as stated below:

1. To investigate the detrimental factors to efficient service delivery presence in the service delivery processes at administrative wing of BEZA.
2. To determine the underlying gaps between delivered service and expected service in satisfying the requirements of the clients.
3. To find out the possible ways of improving the quality of delivered services with different techniques of TQM.

4.0 Research Questions of the Study

The study was looking at answering the following questions:

1. What elements were required to consider for increasing the efficiency of service delivery processes practicing at the administrative wing of BEZA?
2. What were the underlying causes that deteriorate the quality of delivered services to satisfy the requirements of the clients?
3. What could be different techniques of TQM that could apply to make service delivery system efficient and effective?

5.0 Rationale of the Study

The organizations in the public sector can be broadly categorized into two types based on their own income generating functions: revenue generating organizations and non-

revenue generating organizations. BEZA is included in the first category for that one of its core functions is to run the organization from its own income. The main revenue sources of BEZA are to lease land to the private investors, foreign investors and zone developers, surcharge and other duties from the supply of utilities and uses of other facilities by the zone consumers. To attract the potential investors in different economic zones, the organization has a mission to render world class service to its clients in conformance to their demand. Though it has initiated the landmark service providing system known as One Stop Service (OSS) System, many service processes, especially the services related to the administrative wing are still inefficient and do not meet the requirements of the clients, and also out of the coverage of OSS. However, it has no alternative of providing edge-cutting services to its clients for enhancing its competitiveness over its competitors and achieving sustainability.

To achieve the goal 16, i. e., 'Peace, justice and Strong Institutions' (UN 2019) of Sustainable Development Goals by 2030, public institutions should be efficient, responsive, accountable as well as effective in delivering services to the citizens or any service recipient. The public institutions should follow a collaborative approach with the private institutions and non-state actors to engage these stakeholders in the service designing and processing (UNDP 2018). In case of BEZA this collaboration can be achieved with the help of TQM approach to develop the 'cultural fit' aspect in BEZA with an objective of dealing with the private sectors.

6.0 Conceptual Framework

The proposition of this study was that the administrative wing of BEZA had lack of expected performance in dispensing quality service and also the delivered service was not conformance with the demand of the clients. The gap between the delivered service and expected service from the client's perspective was assumed to be the causal effect of non-streamlined service producing processes, task-oriented rather than employee-oriented service delivery system and absence of client's voice in service designing. Due to the presence of these service deterring elements, the performance of the service delivery system of the administrative wing of BEZA was lower than its optimum level. The conceptual framework of this study is given in the figure below.

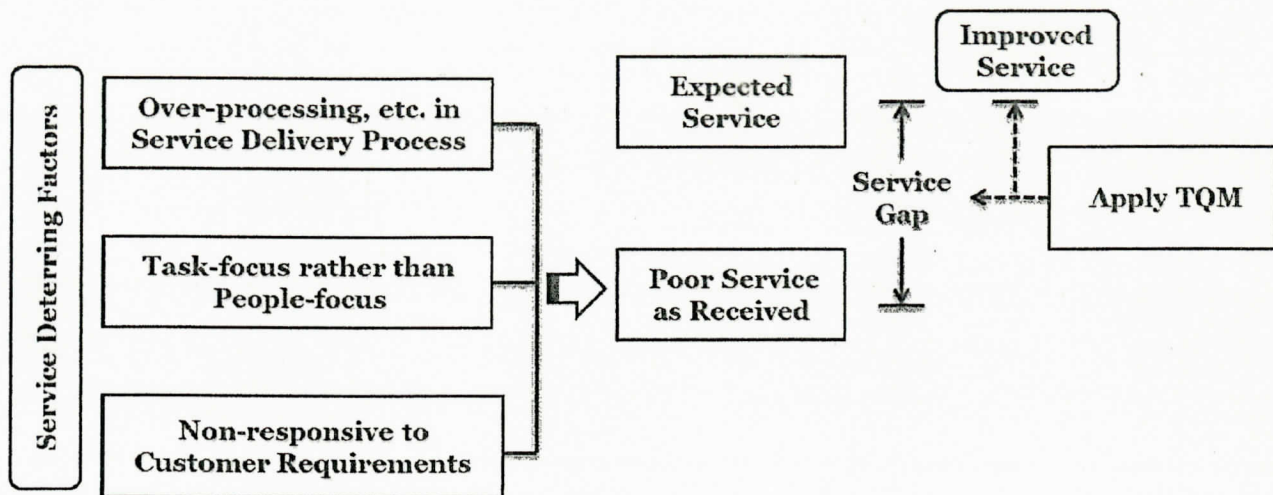


Fig.6.1 Conceptual framework of the study

TQM is a proved efficient and effective quality management and control technique, whose application streamlines the service processes, ensures active employee participation and above all it is a customer-focus quality management system that always gives priority to the satisfaction of customer in terms of service quality. It was expected in this study that the application of TQM in the administrative wing of BEZA could enable this wing able to offer improved service to its internal and external clients.

7.0 Methodology/Data Analysis/Results

7.1 Methodology

The methodology of research depicts the processes of conducting the study following adopted scientific methods and styles with an aim to reconnoiter the solution of the research problem (Kothari 2004). In methodology the methods of study and approach, sampling and data collection methods, data analysis and presentation, etc. have been explained as described below:

7.1.1 Research Methods and Approach

A mix research method, which is the combination of qualitative method and quantitative method, was considered more appropriate for conducting this study in order to satisfy its objectives and realize the intrinsic reasons of the research

questions. The study was exploratory and descriptive also to establish the validity of the qualitative and quantitative findings.

7.1.2 Sampling and Data Collection Methods

Interview is a suitable qualitative method for exploring data related to the experience on a particular issue (Jha 2011). In this study, semi-structured interviews were mainly conducted to get the expected data relevant to satisfy the questions designed for this study. Key informants interview and interviews of service providers at administrative wing of BEZA were taken following random sampling technique to find out the existing conditions and areas of improvement of service processing system of this wing. As the timeframe of the study was very short and the response rate in interview was satisfactory, this approach was helpful to gather relevant data quickly. Data was also collected from the service receiving clients on the basis of random sampling, both internal and external, with a short questionnaire survey to assess their perceptions or experience about service delivery processes and satisfaction level during service interaction with this wing. In questionnaire survey, data is collected from individual respondents through a pre-determined set of questions (Ahuja 2007). This had increased the reliability of the data got in the interviews. Some successful cases were also analysed from the TQM adopting projects implemented at Bangladesh Public Administration Training Centre (BPATC) and other government organizations. BPATC is the pioneer institution in the public sector arena of Bangladesh to adopt TQM approach for improving service delivery through the implementation of the project, namely, 'Improving Public Services through Total Quality Management (IPS-TQM)' project (IPS-TQM 2016).

7.1.3 Data Analysis and Presentation

The data of the interviews was analysed on the ground of their relevancy with different attributes of processes and customer satisfaction of the existing service delivery system of the administrative wing of BEZA. On the other hand, a 5-point based Likert scale was applied in the survey and the data of the survey was analysed in the graphical format with the help of Microsoft Excel. The findings of case analysis were represented in the box format. In this study data collected from primary and

secondary sources were used to validate the research questions, where sources of primary data were the 01 key informant interview, 03 interviews of service delivery personnel and 15 responses in the questionnaire survey.

7.1.4 Analysis of Survey Data

Service Experience.As mentioned above a total of 15 samples among the targeted samples were responded in the questionnaire survey, covering the service recipients from inside and outside of the organizations. In response to the frequency of experiencing service related activities with the administrative wing of BEZA, 33% of the service recipients were taken service from this wing always or very often, whereas 27% had service dealings often and 7% of the respondents seldom took service. Most of the respondents had an intensive service experience with the administrative wing of BEZA and so their level of understanding about the service delivery processes was significant and had a judgmental view about their satisfaction level.

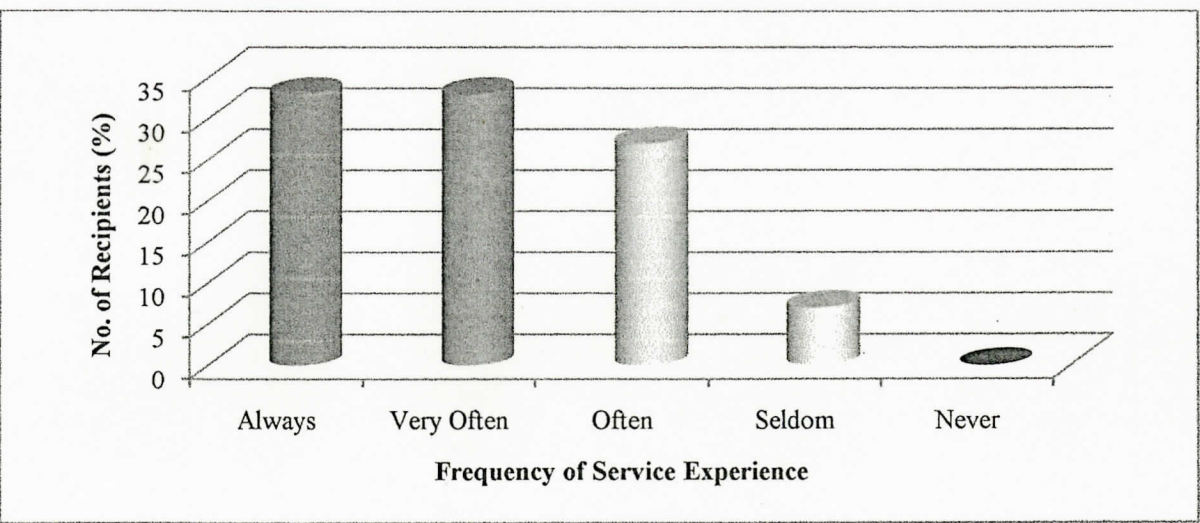


Fig. 7.1 Frequency of the service experience by the respondents

Types of Services.The public sector organizations of Bangladesh were vested with the responsibilities of delivering three kinds of services, which are official service, citizen service and institutional service. The administrative wing of BEZA delivers mainly official services, i.e., services to the internal personnel on different human resource management issues and institutional services in procuring goods and other relevant activities. The results of the survey supported it, where it was found that 80% of the

respondents received official services and 20% of them were the recipients of institutional services.

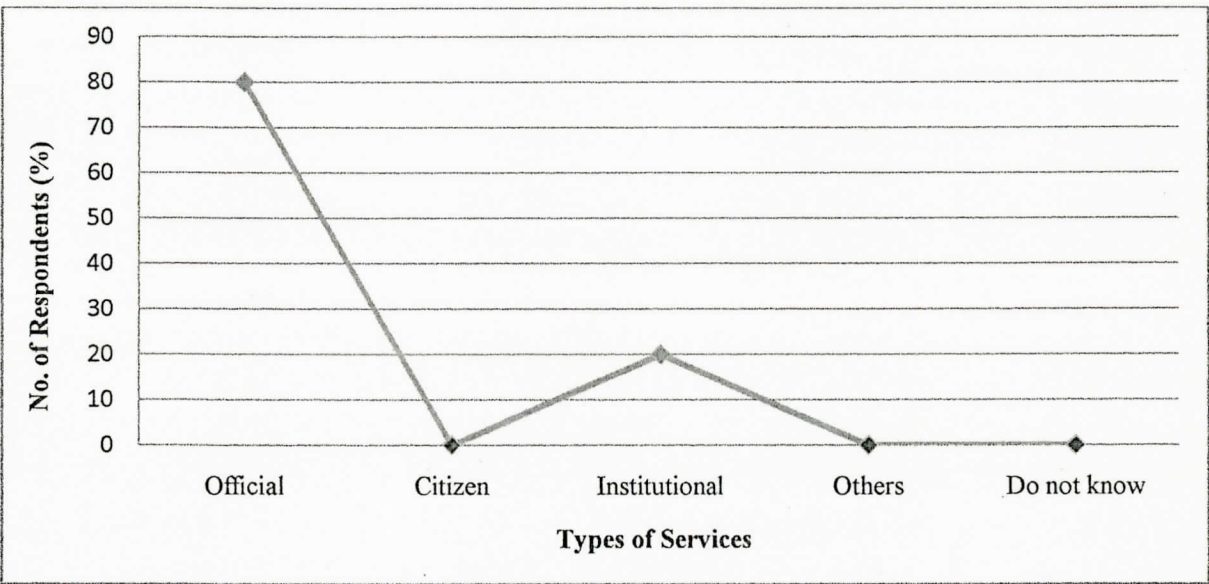


Fig. 7.2 Types of services received by the respondents

Satisfaction in Services. The respondents were requested to provide the opinions about their level of satisfaction on received services in five categories: excellent, above average, average, below average and very poor. 40% of the respondents opined that their satisfaction level was excellent in case of delivered services, whereas 60% of the respondents were above average level of service satisfaction in getting services from the wing under study. It was revealed from the

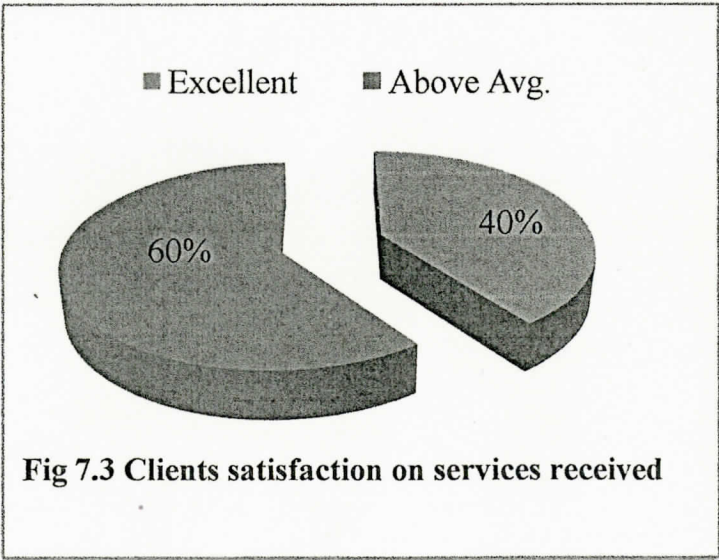


Fig 7.3 Clients satisfaction on services received

survey responses that the wing enabled to maintain a high level of client satisfaction in service, but there were still some areas of improvement to achieve the full satisfaction of the clients to whom the wing delivered different services.

Responsiveness to Requirements. In response to the ability of the existing processes followed by the administration wing of BEZA to deliver services as required by the

clients, 33% of the service recipients quantified that the wing met their requirements to the expected level through the delivery of services. In contrast, 67% of the service recipients reckoned that the wing often considered their requirements in processing the services requested to deliver to them. It could be concluded from the response of the service receivers that the wing deliberately focused on the requirements of the clients in processing the services before delivery.

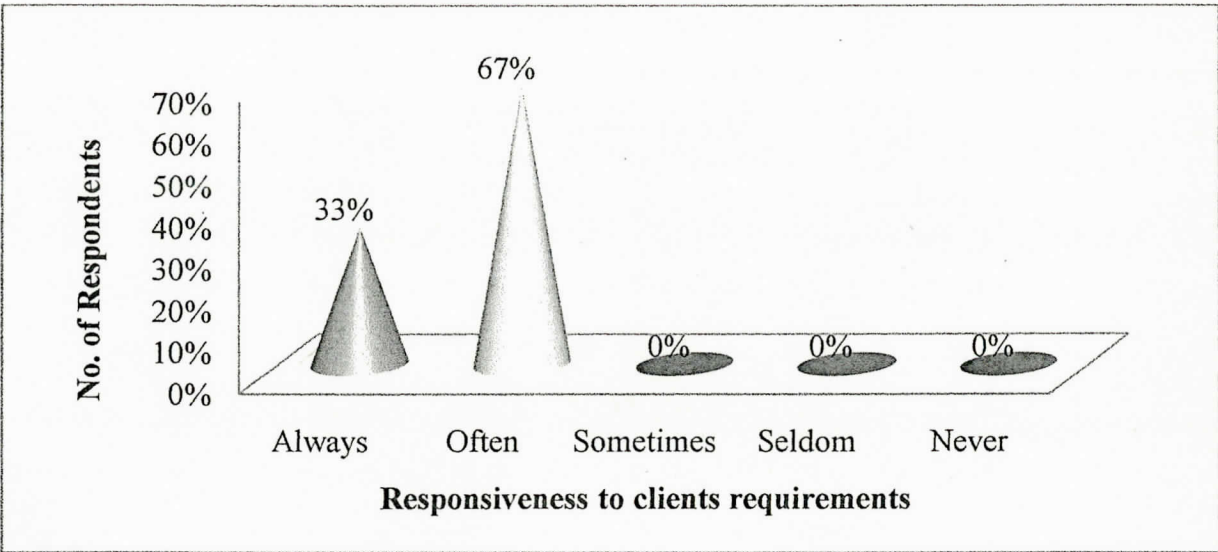


Fig. 7.4 Responsiveness to meet client’s requirements in service delivery

Clients Involvement in Services. The clients were surveyed to determine their involvement at any stages of service delivery to contribute in the service and process

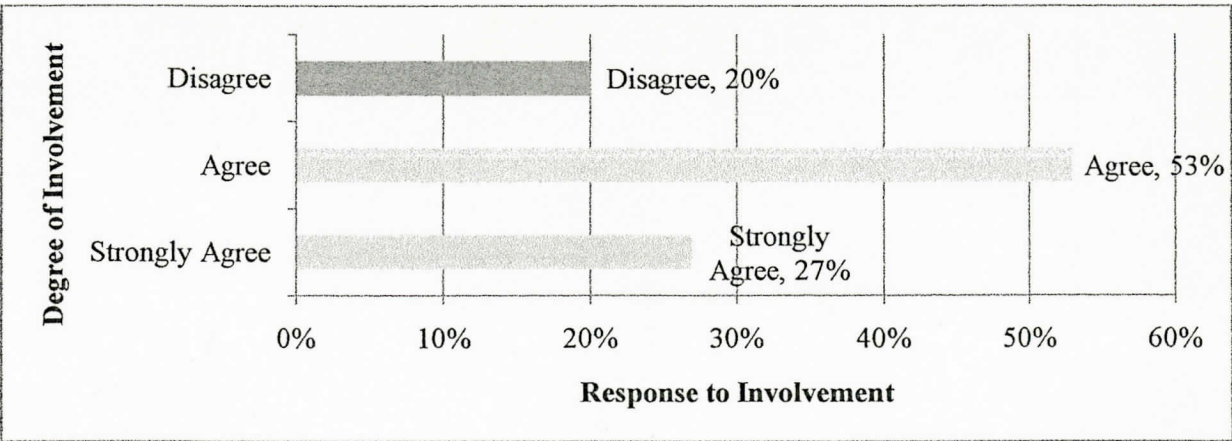


Fig. 7.5 Involvement of service recipients in design or process

design. 27% respondents indicated that they were highly engaged in the service delivery and design process and 53% were somewhat involved by the provider to

participate in service delivery. However, 20% elaborated that they were not become a part of the service delivery. It could be assumed from the above pattern of response on the involvement of client's at any stage of service delivery that room for client's engagement in the service or process designing was lagging behind from the desired level.

Specification of Delivered Services. The ability to prepare the specification of services properly can enable the organization to deliver the services right at the first time. This was measured from the responses of the service recipients in getting services rightly from the first delivery. 47% of the respondents in this case chose the option always, 40% chose the option often and 13% chose the option sometimes. None chose the

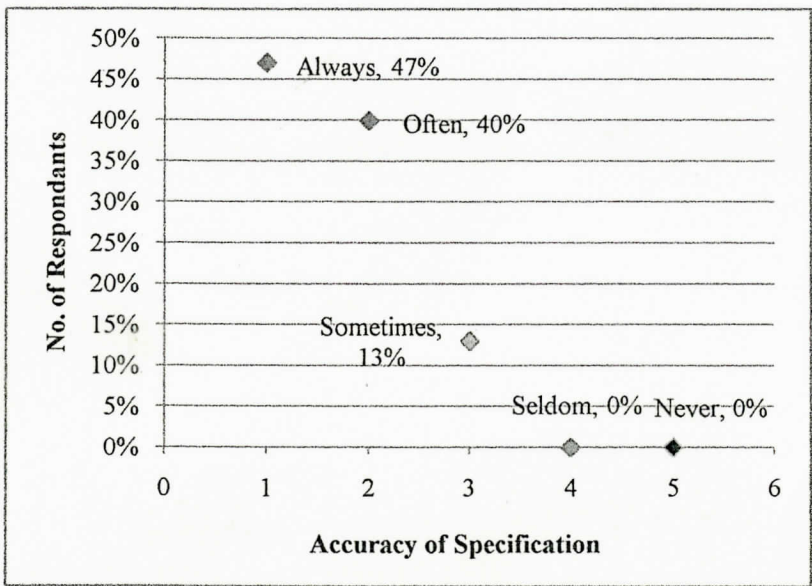


Fig. 7.6 Degree of accuracy in specification

options 'seldom' and 'never'. It indicated that the wing had the highest capability in almost half of the cases of service delivery to specify the service requirement with accuracy. Nevertheless the articulation of specification was not always perfect as 40%

respondents opted for 'often' and opinion of 13% service receivers lay in the less satisfactory region of 'sometimes'.

Variation in Delivered Services. Variation observed in case of same services delivered at different time reflects the lack of standardization of the service delivery processes. In response to the variation observed by the respondents in getting the same service from the wing at different occasions, 13% service clients observed much higher variation, while 40% observed the presence of higher variation in the delivered service. In contrast, 27% of the respondents of survey found that the service standard

remained the same as it was previously, whereas 20% noticed gradual improvement in the delivered services.

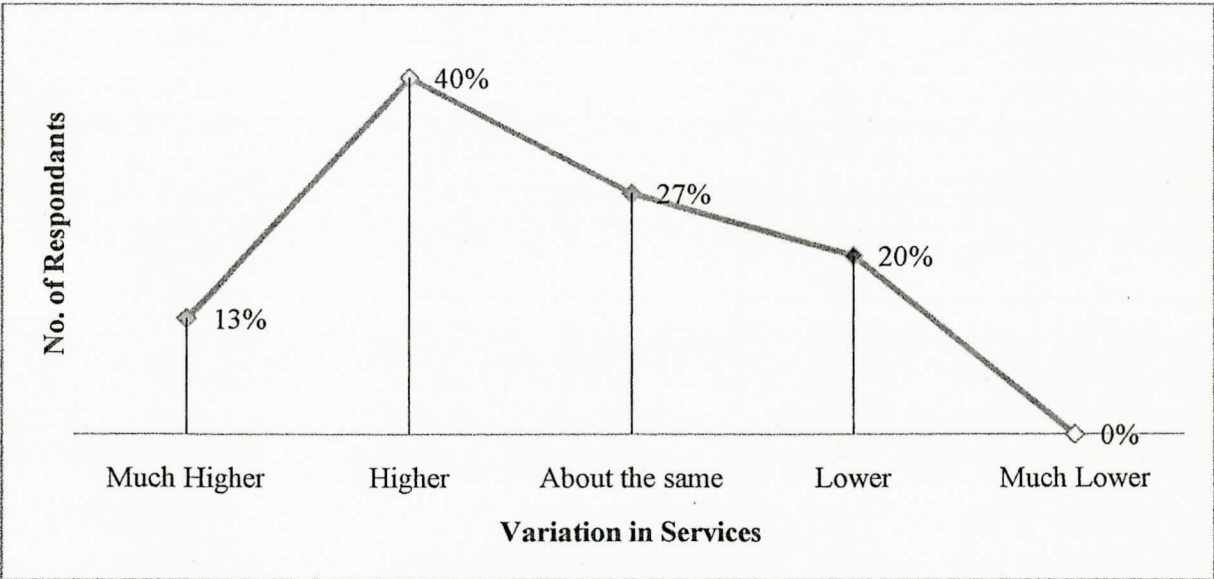


Fig. 7.7 Variation observed in the same services delivered at different times

The above observations in survey depicted that the wing was prone to frequent variation in standards that was a major loopholes in maintaining quality of delivered services.

Client Communication. It was observed in the study that the wing had a strong channel of information flow in communicating with service recipients. In the survey 53% of the respondents agreed that they got the same information at all levels of service delivery, 27% strongly agreed with that opinion, but 20% service recipients had no observations about the level of communication efficiency of the wing as shown in the figure 7.8 below.

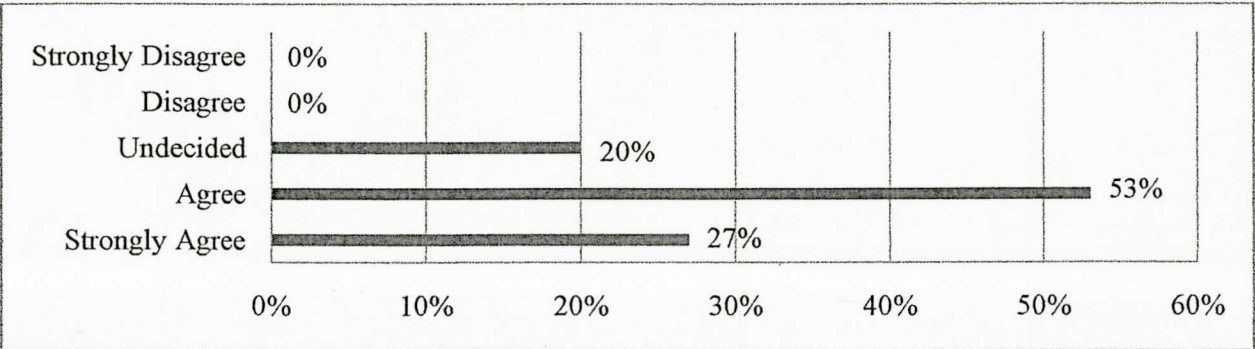
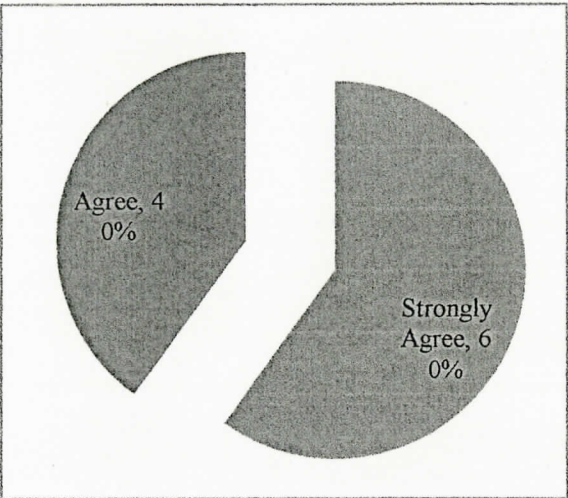


Fig. 7.8 Communication efficacy of the wing

Top Management Commitment.Top management of BEZA was rated as very supportive in the delivery of services from the administration wing of BEZA to the satisfactory level of customer requirements. 60% of the client’s response in the survey had the highest appreciation to the top management commitment to deliver the quality services and 40% were agreed on the commitment of the top management in this regard.No respondents expressed any negative impressions about the top management. **Fig. 7.9Top management commitment**



Attitudes of Service Providers.The service clients showed a positive understanding about the attitudes of the personnel of this wing having the responsibilities of providing different services to the clients. 33% of the respondents supported that their attitudes were highly inclined to the organization values, whereas 54% of the respondents termed it as good and 13% of the respondents pointed out that it was fair. Though the personnel were aligned with the organizational values, it was still not touched the optimum level in all cases and some motivational factors were required to raise their level of dedication.

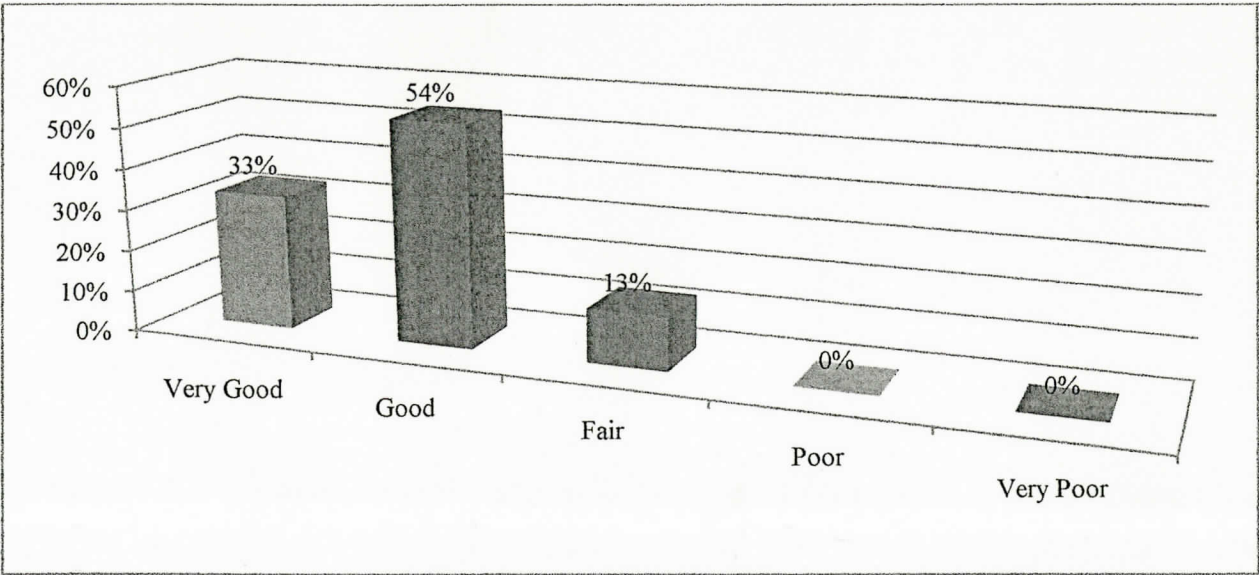


Fig.7.10Dedication of the personnel to organizational values

Standard Formats. The presence of standard formats related to different components of service delivery makes the effort of the service recipients smooth and easy in seeking required services provided by an organization. In response to the availability of standard formats to apply for services, 27% service recipients mentioned that the formats were always available and 20% had the view that these were available in most cases. However, more than half of the respondents, which was 53%, noticed that the standard formats were found sometimes. The non-availability of standard formats to use in seeking services from the wing decreased the accessible nature of service receiving processes to the clients.

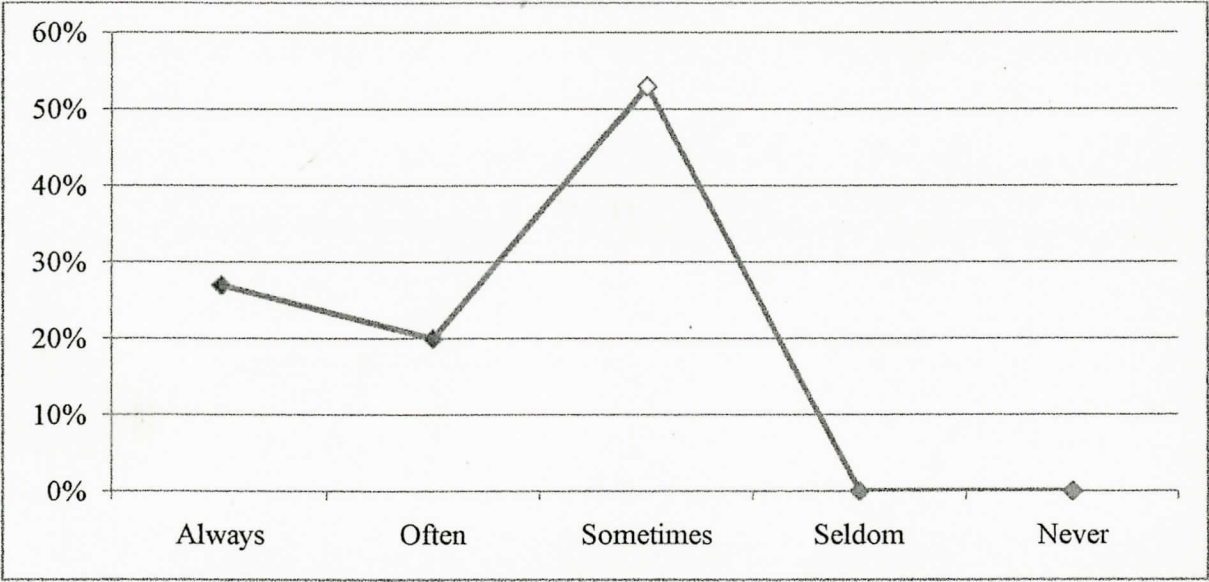


Fig. 7.11 Availability of standard formats in seeking services

Co-operative Attitude. The wing maintained a high degree of co-operativeness in the delivery of services to the clients. All of the respondents of the survey highlighted this fact. 33% of the total respondents strongly agreed that the personnel of this wing were always co-operative in the delivery of services to the clients and the rest 67% agreed with it.

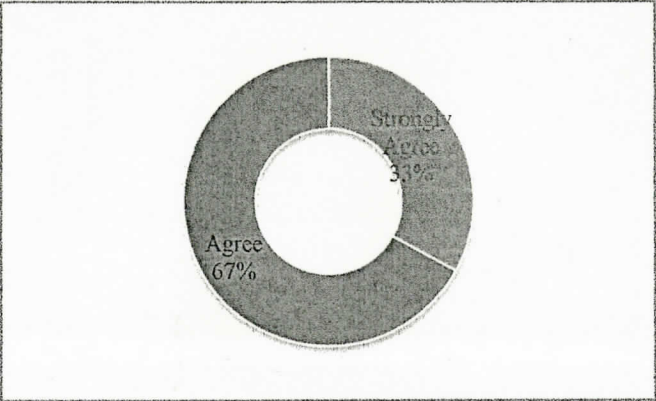


Fig. 7.12 Co-operative attitude of the personnel

Time Management. Delivery of required services within time is essential to make the whole process efficient and responsive to the clients demand. In the questionnaire survey 20% of the respondents pointed out that they received services in time, 67% of the respondents got the timely services often but not always. The 13% of the respondents were not afrequent receiver of the services within the stipulated time. The wing should focus on better time management in service delivery to provide the quality services to its clients.

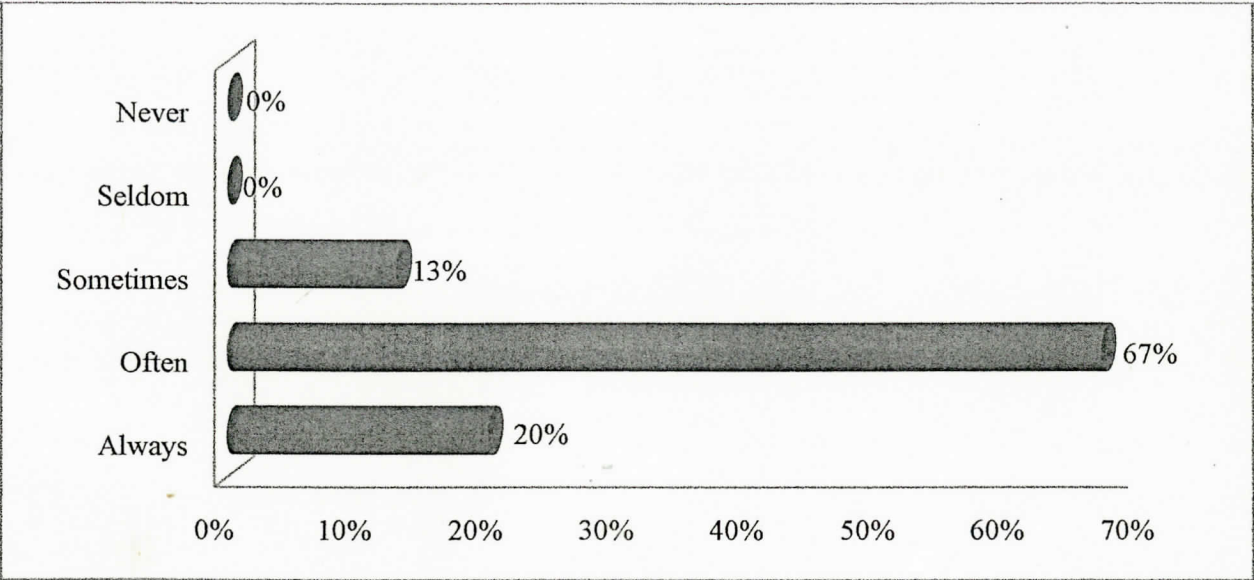


Fig.7.13 Performance in timely delivery of services

Detrimental Factors in Service Delivery.The respondents of the survey were requested to rate six detrimental factors, whose presence they observed in the service delivery system of the administrative wing of BEZA and also to mention other hindrances to service delivery noticed by them in this very system. The factors that were considered to be graded by the survey participants were over-processing in service delivery, long chain in decision-making, complexity in service delivery processes, difficulty in communication, difference in expected and delivered services and service improvement initiatives. The respondents were entreated to rate the above issues in 05 different scales, which were very high, high, moderate, low and very low assigned with the values of 0,1,2,3 and 4 respectively. In fact, these factors are responsible for downgrading the performanceand quality of any service

deliverysystem and hence retard the organizational initiatives in achieving the satisfaction of the clients in the service delivery.

The presence of different deterring factors to service delivery system at the administrative wing of BEZA as rated by the service recipients in the questionnaire survey are shown in the table 7.1 given below:

Table 7.1 Presence of detrimental factors in service delivery

Factors	Observations of the Respondents				
	Very High	High	Moderate	Low	Very Low
Over-processing in Service Delivery	0%	13%	40%	20%	27%
Long Chain in Decision-making	13%	13%	41%	20%	13%
Complexity in Service Delivery Processes	0%	27%	20%	33%	20%
Difficulty in Communication	0%	13%	33%	27%	27%
Difference in Expected & Delivered Services	0%	0%	27%	60%	13%
Less Initiatives in Service Improvement	13%	13%	48%	13%	13%

From the above table it is evident that the wing had high incidents of moderate to low presence of service quality deteriorating factors in the existing service delivery processes that reduced the efficiency of service delivered.

7.1.4 Rating of Features of Total Quality Management

The respondents of the survey were also asked to weightage from their own perceptions on the importance of different common components of TQM that were followed by different TQM-adopting organizations to improve their service level. The components were customer-focus, process standardization, service specification, team approach, training and development, top level commitment and continuous improvement that were to be rated in 05 scales: absolutely important (4), very important (3), of average important (2), of little importance (1) and not important at all

(0). The weightage of the different aspects as put by the service recipients responded in the survey were shown in the following table:

Table 7.2 Importance of TQM as rated by the respondents

TQM Aspects	Importance as Rated by the Respondents				
	4*	3	2	1	0
Customer Focus	60%	40%	0%	0%	0%
Process Standardisation	47%	53%	0%	0%	0%
Service Specification	53%	33%	14%	0%	0%
Team Approach	60%	27%	13%	0%	0%
Training & Development	53%	47%	0%	0%	0%
Top Level Commitment	73%	27%	0%	0%	0%
Continuous Improvement	74%	13%	13%	0%	0%

* 4 denotes ‘Absolutely Important’, 3 denotes ‘Very Important’, 2 denotes ‘Of Average Importance’, 1 denotes ‘Of Little Importance’ and 0 denotes ‘Not Important at All’.

In the survey it was revealed that the respondents rated different aspects of TQM within the range of absolutely important to very important in most of the cases. This data was in favor of significance of implementing TQM at the administration wing of BEZA for better service delivery.

7.2 Results and Discussions

Status of Customer-focused Service Delivery. As shown in the figure 7.3 the wing had their excellence in satisfying the customers at more than 60% cases, but the customer satisfaction was a priority issue in ensuring quality of the services as per demand of the clients. This value minimized the gap between expected and received services as mentioned in the table 7.1. In the facet of responsiveness to the demand of the client’s, the wing had keen interests to response to the requirements of the client’s to deliver different services (figure 7.4). However, due to the obligations for the compliance of different provisions of rules and regulations mandatory to follow by the organizations in executing different service rendering activities of the wing similar to other top-down bureaucratic approach following public sector organizations, it was not possible

for the wing to become full client-centric service providing organizations. This also supported by the key informant interviewee, as stated *'As a public sector organization, it is obligatory for BEZA to confirm the compliance of existing rules and procedures in performing different tasks of service delivery. It ensures the organizational responsibility towards the proper use of public money'*. This inflexible nature of the organization restricted the direct engagement of the client's at different stages of service designing and processing as highlighted in the figures 7.5 and 7.6.

Status of Employee Involvement in Service Delivery. The commitment of the personnel involved in the service delivery processes is a key consideration in ensuring the quality of the services, as it indicates their all sorts of effort to make the service delivery system responsive in accordance with the requirements of the client. The effective communication with the clients is a vital indicator to reflect the commitment of the employees towards the desire of the clients. As shown in the figure 7.8, 53% of the respondents of the survey confirmed that they did not face any problem to communicate with the employees of the administrative wing of BEZA as well as in getting service related information. At the same time, the commitment of the employees is very much positively related with the support from top management, which acts as a motivating factor to orient the attitude of the employees to become client-centric. In BEZA top management was always supportive to reach the customer satisfaction (figure 7.9) and also encourage the subordinates to ensure the commitment of this wing in providing effective and efficient services to the clients. The key informant mentioned, *'The wing is committed to provide timely and cost-effective services to the clients. The personnel are encouraged to do so and their commendable efforts in service delivery are rewarded...'* The supportive mind-set of the top management developed the co-operative and affirmative attitude among the service processors in this wing as shown in the figures 7.10 and 7.12. *'But if necessary, consultation with the relevant personnel is done to make decisions quickly in case of particular service delivery'*, said by the key informant.

Status of Performance of Service-related Tasks. This was the area of concern found in this study related to efficient accomplishment of service related tasks. During the

discussion with the service processors of this wing it was revealed that tasks streamlining flow-chart or any other similar tools were not used in this wing to eliminate the non-value-adding activities and complexity of the service designing and processing system. This was also supported by the data got in the survey that indicated the existence of poor performance in service specification and variations in the delivered services that mainly originated from the absence of rationalized service delivery processes, which was highlighted in the figures 7.6 and 7.7. The service delivery system of the administrative wing of BEZA was also prone to several quality-deteriorating factors, such as over-processing, long scalar chain of command, less innovation and so on as described in the table 7.1. Delivery of services within the stipulated time is prerequisite to make it efficient in quality management. In contrast, the service delivery process of this wing was not efficient in time management. Moreover, innovation in services and its delivery is a fundamental nature of an organization to cope with the changing demand and for its sustainability. But the existing service delivery system of BEZA was also poor in innovating new ideas. The providers of services of this wing highlighted the lack of human resources for the presence of these two service deterring factors, as the employees were overburdened with the volume of work.

8.0 Implications and Recommendations

From the discussions of the 'Findings and Discussions' section as narrated above, it was evident that the service delivery system of the administrative wing of BEZA had a high standard in customer-focus service delivery and active committed involvement of the employees in service design and processes augmented the effectiveness of this system, though there were still some areas of improvement to reach the status of a fully quality ensuring wing in respect of service delivery. However, the processes practiced by this wing in the delivery of service had some loopholes that need to be addressed to provide quality service with utmost efficiency. These findings of this study were significant to the authority of BEZA to take measures on eliminating the existing quality deterring issues from the service delivery system as well as improving the concerned areas in the field of customer satisfaction and people-

involvement dimensions. This objective can be attained through the introduction of TQM Approach in the service delivery system of this wing.

In fact, the basic principles of TQM are widely utilizing in heterogeneous public and private sectors to manage different issues of service quality for reaching far-arching goal of achieving organizational competitiveness with differentiated quality. The key principles and values of TQM approach are: customer-centered, total participation of the employees, team-based management, proper design at the beginning, process alignment, support from top level, continuous improvement (kaizen), quality culture and diffusing best practices (American Society for Quality 2019). In ISO9000:2000 eight generalized principle of TQM are included which were applied by quality-sensitive enterprises of the developed countries to succeed in solving quality issues of their organizations. The eight principles are focus on the customer, top level commitment, employee engagement, process streamlining, system management, continuous improvement and fact-based decision-making (Chang 2009). By reviewing relevant literatures, Talib & Rahman (2010) identified nine essential aspects for adopting and successful implementation of TQM at service organizations and achieving desired outcomes thereby, which include leadership, focus on clients' requirements, skill development, teamwork, reward and recognition, continuous improvement, quality culture and benchmarking. The application of these TQM features can improve organizational performance in productivity, customer satisfaction, low delivery times and costs, reduce over-processing and system complexity, and build long term relationship with the client.

The ways by which different aspects of TQM can assist the administrative wing of BEZA in better service delivery are stated below:

Focus on the Customer. TQM helps to minimize the gap between perceived and expected requirements of the internal and external customers at any level of the service delivery. Cause-effect analysis or 5-why analysis can be used to identify the root causes of customer's dissatisfaction and corrective measures can be initiated by streamlining the processes to make them fit for fulfilling client's demand.

Top Management Commitment. Without committed leadership of the top management, implementation of TQM is impossible due to its holistic nature for which it acts on every parcel of the service delivery components. The TQM principles should be reflected on the strategic view of the top management to the service delivery, which will be followed at the operational level for flow of products and information forward and backward seamlessly. Reward and recognition of the employees by the top management can motivate them for giving more effort to improve service delivery system.

Total Involvement. TQM is an all-out effort that emphasizes the participation of all employees in the quality management activities. Training and development is effective to facilitate the TQM principles in the work environment. With the involvement of all actors of the service delivery system, trust and relationship can be built that will contribute to dovetail divergent purposes of the actors to a common target and result in a well configured service delivery system.

Process Standardisation. The use of Statistical Process Control (SPC)

and 5S (shitsuke, seiri, seiton, seiso, seiketsu) tools will reduce the variations or defects of different processes in the service delivery. The process control tools of TQM streamline the processes and eliminate the wastes such as over-processing, waiting in service delivery, etc. Synchronization of the processes to each other with TQM techniques reduces the cost of service delivery.

5S tool is an effective tool in maintaining order and cleanliness in the workplace to ensure 'quick win' approach in service delivery with greater visibility. Under the IPS-TQM project implemented by Bangladesh Public Administration Training Centre (BPATC), Kaizen (Change Good) was being employed to improve the service delivery system of 67 Assistant Commissioner (Land) offices of eight districts under Rajshahi Division. Different initiatives were taken to ensure the order and cleanliness of the workplace of these offices following the principles of 5S tool. The records of the AC (Land) offices were kept in unorganized way elsewhere in the office premises and were difficult to locate in need of service delivery. But these documents were very valuable to provide services to the clients. With the help of Work Improvement Team (WIP), these records were preserved in an organized way with the application of 5S tool.

Source: IPS-TQM project documents (IPS-TQM 2016)

Get it Right First Time. TQM ensures quality from the beginning with the intervention at the design stage and subsequent flawless process development. Early involvement of the client at the design stage or feedback from the clients before design will be helpful in configuring the service delivery system design-responsive.

Continuous Improvement(Kaizen). An efficient and effective service delivery system is responsive to the changing environment that ensures its sustainability. Innovative ideas from the Quality Circles (QCs) or application of plan-do-check-act (PDCA) cycle will generate the best possible solution to the service delivery system in coping with changing demand or environment by minimizing the risks or vulnerabilities. This will create an efficient channel of information flow in all directions of the organization.

Real-time Data in Decision-Making. TQM establishes effective communication system both in an environment of formal and informal control that stretches horizontally and vertically. It assists the service delivery personnel to avail of the real time up-to-date data and information. With different data analysis tools of TQM, this data are processed to decide on the ways of solving the service quality issues.

Team Approach. TQM approach is specific in identifying the roles of all individuals in achieving collective goal and designs the job responsibilities based on individual interests and competencies. This approach creates a team setting in the concerned system to work interdependently and brings synergistic effect in the system through their commitment to the service quality.

As mentioned in table 7.2 the respondents were also highly favourable to introduce different quality-assuring techniques of TQM for getting improved service from this wing. The management was also supportive to implement any quality management approach as stated, *'The organization.....is committed to render world class services to the clients with assurance in quality. It is always supportive to implement any management approach to attain the institutional excellence in service delivery. All initiatives will be taken for providing training and development to the workforce for proper implementation of TQM-like quality management approach.'*

9.0 Conclusion

The clients of BEZA are mainly the reputed investors to the economic zones from all around the world, who are very much accustomed with getting timely delivered quality services. The introduction of Total Quality Management Approach (TQM) at the administrative wing of BEZA will help to ensure the improved service delivery to the clients and integrate the system of quality culture within the organization. The successful implementation of TQM approach in the administrative wing of BEZA for quality services will pave the way of expanding the application of this quality approach to other units of this organization as a whole, which will then contribute profoundly to render world class services to the potential clients. Moreover, the organisation needs to show its excellence in providing quality services with proper recognition in favour of it and the adoption of TQM encompassing the whole organisation will assist BEZA to get the acclamation of widely recognised quality certification, such as ISO:9000 that enables BEZA to attract and retain potential investors in different economic zones.

References

- Ahuja, R 2007, *Research methods*, Rawat Publications, India, pp. 193.
- American Society for Quality 2019, *Primary elements of TQM*. Available from: <https://asq.org/quality-resources/total-quality-management> [21 September 2019]
- Chang, G 2009, 'Total quality management in supply chain', *International Business Research*, vol. 2, no. 2. Available from: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.659.3799&rep=rep1&type=pdf> [10 August 2019].
- Diwan, P 1997, *Total quality management*, Deep & Deep Publications, New Delhi, India, pp. 271-276.
- Jha, AS 2011, *Research methodology*, APH Publishing Corporation, New Delhi, India, pp. 155.
- IPS-TQM 2016, *Improving public services through total quality management (IPS-TQM) project Home page*. Available from: <http://ipstqm.net/> [21 September 2019]
- King, CA 1991, 'A framework for a service quality assurance system', *Quality dynamics for the service industry*, ASAQ Quality Press, USA, pp. 51-60.
- Kothari, CR 2004, *Research methodology: Methods and techniques*, New Age International (P) Limited Publishers, New Delhi. Available from: <https://www.pdfdrive.com/research-methodology-e33404795.html> [31 August 2019].
- Lakhe, RR & Mohanty, RP 1994, 'Total quality management: concepts, evolution and acceptability in developing economics', *International Journal of Quality & Reliability Management*, vol. 11, no. 09, pp. 9-25. Available from: https://www.researchgate.net/publication/245506809_Total_Quality_Management_Concepts_Evolution_and_Acceptability_in_Developing_Economies [28 July 2019].
- Mumo, KK 2015, 'Total quality management and service delivery at Kenya Power'. Available from: http://erepository.uonbi.ac.ke/bitstream/handle/11295/94508/Kyalo_nTotal%20quality%20management%20implementation%20and%20service%20delivery%20at%20Kenya%20power.pdf?sequence=1 [30 July 2019].
- Ozidal, MA & Oyebamiji, BF 2018, 'Implementation of total quality management and its effect on employee's performance in a teaching hospital of Oyo State,

- Nigeria', *Medwin Publishers*. Available from: <https://medwinpublishers.com/PHOA/PHOA16000129.pdf> [30 July 2019].
- Pandey, V 2014, 'Total quality management: A special reference to library', *International Journal of Digital Library Services*, vol. 4, no. 3, pp 37-43. Available from: <http://www.ijodls.in/uploads/3/6/0/3/3603729/4434.pdf> [21 September 2019]
- Ravi, RL 2017, 'Total quality management'. Available from: <https://www.researchgate.net/publication/318654507> [28 July 2019].
- Sharma, U & Hoque, Z 2002, 'TQM implementation in a public sector entity in Fiji', *International Journal of Public Sector Management*, vol. 15, no. 05, pp 340-360. Available from: <https://www.emerald.com/insight/content/doi/10.1108/09513550210435700/full/html?fullSc=1> [28 July 2019].
- Talib, F & Rahman, Z 2010, 'Critical success factors of TQM in service organizations: A proposed model', *Services Marketing Quarterly*, vol. 31 no. 3, pp 363-380. Available from: https://www.researchgate.net/publication/232917892_Critical_Success_Factors_of_TQM_in_Service_Organizations_A_Proposed_Model [10 August 2019].
- United Nations (UN) 2019, *Goal 16: Promote just, peaceful and inclusive societies*. Available from: <https://www.un.org/sustainabledevelopment/peace-justice/> [21 September 2019]
- United Nations Development Programme (UNDP) 2018, 'Public service 2030: Making the sustainable development goals happen'. Available from: [file:///C:/Users/Participants/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/PublicService2030_UNDP%20\(1\)%20\(1\).pdf](file:///C:/Users/Participants/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/PublicService2030_UNDP%20(1)%20(1).pdf) [04 August 2019].

Questionnaire Survey Form

Dear Sir,

I am a participant of 126th Advanced Course on Administration & Finance at Bangladesh Public Administration Training Centre. For my seminar paper 'Introducing Total Quality Management Approach at Administration & Finance Wing of Bangladesh Economic Zones Authority', I am conducting a questionnaire survey. You are requested to kindly fill in the questionnaire with necessary information or tick mark (✓) in the appropriate box. I assure that your identity and data will be kept confidential.

Personal Information

Name (Optional):

Gender (Optional): ☐ Male ☐ Female ☐ Others (please specify):

Age (Optional):

Occupation:

Position:

Address:

1. Are you a regular service client of Administrative Wing of Bangladesh Economic Zones Authority (BEZA)?

☐ Always ☐ Very Often ☐ Often ☐ Sometimes ☐ Never ☐

2. What is the type of services you get from this Wing?

☐ Official ☐ Citizen ☐ Institutional ☐ Others: ☐ Do Not Know
(please specify)

3. What is your satisfaction level on the services that you received from this Wing?

☐ Excellent ☐ Above Average ☐ Average ☐ Below Average ☐ Very Poor

4. The existing processes enable to meet your requirements with respect to the service that you require

☐ Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never

5. As a client you are always involved in the processes before or after the service delivery

☐ Strongly Agree ☐ Agree ☐ Indecided ☐ Disagree ☐ Strongly Disagree

6. Do you get the expected services right from the first delivery?

☐ Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never

7. What is the frequency of variation observed in case of same service got at different times?

☐ Much Higher ☐ Higher ☐ About the same ☐ Lower ☐ Much Lower

8. You get the same information at different tiers of service delivery

☐ Strongly Agree ☐ Agree ☐ Indecided ☐ Disagree ☐ Strongly Disagree

9. Top management commitment are always observed in service delivery

☐ Strongly Agree ☐ Agree ☐ Indecided ☐ Disagree ☐ Strongly Disagree

10. In your observation are attitudes and working procedures of service processors of this wing aligned with the organizational values?

☐ Very Good ☐ Good ☐ Fair ☐ Poor ☐ Very Poor

11. Standard formats are readily available at the Wing for the services that you are requested for

☐ Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never

12. The personnel are always cooperative in solving the issues in service delivery

☐ Strongly Agree ☐ Agree ☐ Indecided ☐ Disagree ☐ Strongly Disagree

13. The desired services are delivered within the set delivery time

☐ Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never

14. Please rate with tick mark (✓) the presence of following detrimental factors that you observe in the service delivery system of the Administrative Wing of BEZA?

0 = Very High	1 = High	2 = Moderate	3 = Low	4 = Very Low
---------------	----------	--------------	---------	--------------

Over-processing in Service Delivery	☐	☐	☐	☐	☐
Long Chain in Decision-Making	☐	☐	☐	☐	☐
Complexity in Service Delivery Processes	☐	☐	☐	☐	☐
Difficulty in Communication	☐	☐	☐	☐	☐
Difference in Perceived and Delivered Service	☐	☐	☐	☐	☐
Less Initiative for Improvement in Service Delivery	☐	☐	☐	☐	☐

Others (Please Specify):

15. Please rate with tick mark (✓) the importance of following factors for improved service delivery at the Administrative Wing of BEZA?

4 = Absolutely important 3 = Very important 2 = Of average importance 1 = Of little importance 0 = Not important at all

Customer Focus	☐	☐	☐	☐	☐
Process Standardization	☐	☐	☐	☐	☐
Service Specification	☐	☐	☐	☐	☐
Team Approach	☐	☐	☐	☐	☐
Training & Development	☐	☐	☐	☐	☐
Top Level Commitment	☐	☐	☐	☐	☐
Continuous Improvement	☐	☐	☐	☐	☐
Others (Please Specify):					

-Thank You-

Responses in Key Informant Interview

Q1. What leadership/managerial approach do you follow in delivery services to the clients?

Ans.: In general Top-down bureaucratic approach is followed at Administration and Finance Wing of Bangladesh Economic Zones Authority (BEZA) in service delivery. But if necessary, consultation with the relevant personnel is done to make decisions in case of particular service delivery.

Q2. Does your personal managerial approach match with your organizational approach?

Ans.: Roles and responsibilities of every personnel are specifically described in the respective guiding rules and procedures of accomplishing assigned tasks. The personnel should abide by the provisions of the related rules and procedures and tasks are executed following the scalar chain of command of the organization.

Q3. How do you motivate your subordinates for timely and cost-effective service delivery to the clients?

Ans.: This Wing is committed to provide timely and cost-effective services to the clients. The personnel are encouraged to do so and their commendable efforts in service delivery are rewarded with thanks.

Q4. Is the existing service delivery system always responsive to the client's demand?

Ans.: As a public sector organization it is obligatory for BEZA to confirm the compliance of existing rules and procedures in performing different tasks of

service delivery. It ensures the organizational responsibility towards the proper use of public money.

Q5. Is it necessary to bring change in the overall management of service delivery?

Ans.: As an organization BEZA is still at the growth stage. It has, at present, an approved organogram of 255 posts. Officers at the top and mid-level are working under deputation from the central government. When own officers of BEZA will work at every level, especially at the operational level, the homogeneity in the work culture will prevail. This will help BEZA to make it culturally fit with its core service recipients from the private sectors.

Q6. Will you provide necessary support to implement TQM-like quality management approach to your Wing/Organization?

Ans.: The organization including the Administrative Wing is committed to render world class services to the clients with assurance in quality. It is always supportive to implement any management approach to attain the institutional excellence in service delivery. All initiatives will be taken for providing training and development to the workforces for proper implementation of TQM-like quality management approach.

(Signed)