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APPLICABILITY OF TOTAL QUALITY MANAGEMENT (TQM) IN ADMINISTRATION: A STUDY ON KAIZEN ACTION PLANS IMPLEMENTED IN THE FIELD ADMINISTRATION

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October 2014

Acknowledgement

We would like to express our gratitude to the Authority of Bangladesh Public Administration Training Centre for giving us the opportunity to conduct the research. We are grateful to the Strengthening of BPATC (SBPATC) Project Authority for financial support, continuous monitoring and encouragement to complete this research.

We extended our thanks and gratitude to the Participants of TQM Courses, Upazila level government officials, their supervising officers and service receivers for their co-operation and continuous support to this research work.

We are also grateful to the Improving Public Services through TQM (IPS-TQM) Project Authority and JICA Expert Team Members for their continuous support and encouragement to complete this research.

We do extend our thanks and appreciation to our colleagues, friends and family members who helped us in this research work.

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October 2014

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Executive Summary

Total Quality Management, commonly known, as TQM- is an effective method of modern management system. TQM is defined as a quality-centered, customer-focused, fact-based, team-driven process to achieve an organization's strategic imperative through continuous process improvement. The approaches of TQM in the industrial sector of Japan have brought an enormous development in their economy. This concept is one of the basic tools of their development. Japan has also applied this method in their public service sectors and subsequently achieved very good results. BPATC, as the apex training institute in the public service sector in Bangladesh, is pioneering to popularize TQM concept in Bangladesh. In recent years, the Centre has conducted some short courses and refreshers courses on TQM, where a good number of young civil officials have received TQM training.

The objective of the study was to identify applicability of TQM in field administration. Trainees of last six Upazila short courses on TQM have taken one hundred forty-six KAIZEN action plans to enhance their service quality within their respective fields of responsibilities. The Upazila level officers have certain level of administrative and financial power. It is expected that the concept of TQM will expand widely in Bangladesh within a very short period of time. They have taken and implemented their action plans on Mutation of land, Disbursement and recovery of loans, Completion of civil/construction works within the stipulated time with best quality, Managing office in a better way, File management, Proper disbursement of different social welfare allowances and in many other fields. The immediate results of implementation of these action plans are amazing and have shown the necessity of TQM in our country. The results have shown how these action plans have minimized public sufferings and enhanced the service delivery systems.

Three types of respondents were selected for collecting data. They are TQM trained participants from different Upazilas, Supervising Officers of the Participants and service receivers from the government offices, especially at Upazila level. The total number of respondents is 160, among which 60 are TQM trained participants, 30 are their supervising officers and 70 are beneficiaries. All the trained TQM participants have completed small work improvement action plans. Key Performance Indicator (KPI) is the measuring tool for improvement work.

From data analysis it is shown that every respondent participated in the TQM course has increased their performance which indicates positive result of the course. 16.7% respondents have increased their KPI by 10%, 30% respondents have increased their KPI by 11-20%, 25% respondents have increased KPI by 21-30%, 15% respondents have increased their KPI by 31-40%. It is important that more than 13% respondents

have increased their KPI from 41-100%. TQM trained officers (86%) recommended TQM course for their colleagues. 90% of the respondents said that TQM approach should be incorporated in Civil Services.

From Supervising officers around 80% (24 out of 30 respondents) said that they are facing problems in performing official duties. Most of the controlling officers face problem due to shortage of manpower, lack of training, de-motivation of the officials. 80% (24) respondents said that trained manpower is very important for timely service delivery. Through training an employee can develop skills. 24 respondents said that TQM course is very effective for their sub-ordinates, because they have found changes among their sub-ordinates after participating in the TQM courses. Only 4 respondents did not recommend TQM course for their sub-ordinates. In terms of percentage 80% Superiors are positive in TQM course.

From the beneficiaries (70 respondents) 66.7% said that they got services from the various offices of the Upazila within the usual time (i.e. 1-10 days) and 11.4% respondents said that they do not get services within usual time (i.e. more than 21 days). 17.1% of the respondents do not get services from the Upazila offices within usual time which is not a negligible number. 63 respondents said that they faced no problem in getting services from the Upazila offices. 87% of the respondents are happy now. Beneficiaries (66 respondents) are happy with the behavior of the service providers of the Upazila Offices. 94% respondents are happy in getting services from the Upazila Offices within usual time. 60 respondents noticed that after participating in the TQM course attitude of the Upazila officers changed. 85% of the respondents noticed attitudinal changes of the Upazila Officers. 64 respondents have experienced positive changes of the Upazila officers after participating in the TQM course. It is also shown that 90% (approx) respondents experienced positive changes.

From the responses from the respondents the research team has made some recommendations. Those are One Year One Project (OYOP), Regular TQM training of Upazila level officers, Introducing TQM in civil administration, Forming TQM cell in every govt. offices and special budget allocation for TQM cell, TQM rewarding systems, beneficiaries' mind-set change and Kaizen competition.

TQM attempts to have maximum customer satisfaction through providing quality services. The concept of quality is only dimly understood by the practicing managers. It is evident that searching for quality is an endless journey. Proper practice of this method can bring a qualitative change in our service sector. It is expected that in course of time, a sustainable work-culture will be established in our organizations by practicing TQM that will lead the country to the development goal.

List of Abbreviations

AC	Assistant Commissioner
ACAD	Advanced Course on Administration and Development
ANQ	Asian Network for Quality
BARD	Bangladesh Academy for Rural Development
BPATC	Bangladesh Public Administration Training Centre
BSTQM	Bangladesh Society for Total Quality Management
ECPUST	Enhancing Capacity of Public Service Training in Bangladesh
FTC	Foundation Training Course
ICQCC	International Convention on Quality Control Circles
IPS	Improving Public Services
JICA	Japan International Cooperation Agency
KPI	Key Performance Indicator
MEQA	Middle East Quality Association
NAEM	National Academy for Educational Management
NAPD	National Academy for Planning and Development
NBD	Nation Building Department
NILG	National Institute of Local Government
OYOP	One Year One Project
QCC	Quality Control Circle
RDA	Rural Development Academy
SSC	Senior Staff Course
TPM	Total Productivity Maintenance
TQM	Total Quality Management
URDO	Upazila Rural Development Officer
WCTQEE	World Council for Total Quality & Excellence in Education

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Chapter One:

INTRODUCTION

1.1 Background

Total Quality Management, commonly known, as TQM- is an effective method of modern management system. TQM is a management philosophy of continuous quality improvement along with cost reduction in an environment of participative management through self-directed team development and employee empowerment, and quality-supportive culture where trained human resources would focus on monitoring process variations by using necessary tools and techniques for gaining competitive advantage through customer satisfaction (Mannan, M. A. 2007). The concept was evolved and widely used in Japan in the last century. The approaches of TQM in the industrial sector of Japan have brought an enormous development in their economy. The highest level of accuracy of their products is the result of proper practicing of TQM. Japan has also applied this method in their public service sectors and subsequently achieved very good results. They have applied TQM almost everywhere in their country. This concept is one of the basic tools of their development.

The concept is widely appreciated and used by other countries of the world. Now it is expanding rapidly throughout the world. It has already been recognized as an effective method of new public management in the present administrative approaches. These approaches are equally applicable in the public service sector of Bangladesh. Realization of this basic need has led the research team to take this theme for their research.

BPATC, as the apex training institute in the public service sector in Bangladesh, is pioneering to popularize TQM concept in Bangladesh. In recent years, the Centre has conducted some short courses and refreshers courses on TQM, where a good number of young civil officials have received the training. In Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD) and Senior Staff Course (SSC) there are five, one and two sessions on TQM respectively. Japan International Cooperation Agency (JICA) has extended their financial and technical supports to conduct these training programs under

two projects namely Enhancing Capacity of Public Service Training in Bangladesh (ECPUDT-BD) and Improving Public Services through Total Quality Management (IPS-TQM).

This effort has played very positive role to promote the concept of TQM in the public service in the country. Young trainee officers of the FTC courses have highly appreciated the concept and accepted the theme. They have taken KAIZEN action plans to promote the quality services to be delivered by themselves within their own jurisdiction.

The term KAIZEN is one of the key words in TQM. KAIZEN is a Japanese term, which stands for continuous improvement. According to TQM, Kaizen action plan is the plan to develop something continuously. It has emphasized to start development of something from a very small area and then expand as best as possible according to the capability of the implementer. Actually the concept Kaizen is equally applicable from very small context to the highest level, from personal life to national life.

The ultimate target of TQM is 100% satisfaction of the clients. It is the usual expectation of clients to get 100% satisfaction with the product or service, which they have bought or deserve. But in Bangladesh context, in most of the cases clients are being deprived to get the standard quality or optimum service. Hence sense of dissatisfaction prevails everywhere, which to be minimized.

The Enhancing Capacity of Public Service Training in Bangladesh (ECPUST/BD) Project of BPATC has created a rich pool of TQM trainers in BPATC and its Project Partner Institutes, and has also developed suitable curriculums on TQM for different types of courses. In addition to doing On-Campus courses, the TQM Team is also doing Off-Campus District and Upazila level TQM courses and On-Demand courses, thus opening a new dimension of field-level training intervention by BPATC. In the first phase of the project six Upazila TQM courses conducted in different Upazilas in six divisions.

As a part of the training, Trainees of last six Upazila short courses on TQM have taken one hundred forty six KAIZEN action plans to enhance their service quality within their respective fields of responsibilities. The Upazila level officers have certain level of administrative and financial power. It is expected that the concept of TQM will expand widely in Bangladesh within a very short period of time. The participants have taken their action plans on mutation of land, disbursement and recovery of loans, completion of civil/construction works within the stipulated time with best quality, managing office in a better way, file management, proper disbursement of different social welfare allowances, cleanliness of school toilets and in many other fields. They are now implementing these action plans. The immediate results of implementation of these action plans are amazing and have shown the necessity of TQM in our country. The results have shown how these action plans have minimized public sufferings and enhanced the service delivery systems.

The result of the initial effort on TQM is amazing. Trainees of different upazila short courses have taken the matter seriously because of the inherent beauty of TQM itself. Previously the participants came to BPATC and took TQM training. In these courses it is observed that the Upazila level officers did very well compared to district or divisional level officers.

It is evident from the experience of Japan that the concept of TQM is equally applicable in public service sectors as well as private. The theme is also applicable in our every day life to ensure the quality of our personal life. So more we can apply and practice TQM in our life, more we can develop ourselves, our public sectors and the country.

BPATC is now pioneering to promote TQM in public service sectors. A five year project (second phase) proposal in this concern is under process to get approval from the government, which is expected to come in force very shortly. Before taking more initiatives in TQM, it seems highly important to assess the impact and applicability of TQM in public sector in Bangladesh. This research is an effort to assess its necessity for designing more appropriate guideline confirming to the need of Bangladesh.

In public service sector, some of our clients are deprived of desired services. These are road block to our overall development. To overcome these constraints and to uphold the standard of public services, BPATC is promoting the concept of TQM. In this context, it is extremely important to assess the impact of those Kaizen action plans taken by the participants of the last short course on TQM in Upazila level and being implemented by them. The result of this assessment will suggest the applicability of TQM in public sector in Bangladesh.

1.2 Statement of the problem

We are just at the initial stage of introducing Total Quality Management in Bangladesh. BPATC is one of the pioneer organizations in this regard. It is expected that practicing TQM in broader area will result in better quality and perfection in a larger scale. But actually we do not have any statistics in this regard. People are suffering from getting timely response and expected/ optimum services from the service providers as they deserve. There were no study to find out the requirement and necessary follow up action needed to implement TQM in public service sector. This study intends to find out the answers of all these research questions in order to know the reality and to suggest the application of TQM in Bangladesh perspective.

1.3 Rationale of the study:

Total Quality Management is an emerging concept in new public management system in Bangladesh. It is equally applicable in service and production sectors, personal life and national life. Importance of TQM in public sector is unquestionable; rather it is the demand of the time.

To promote TQM in Bangladesh, BPATC has conducted some short courses, ToT courses and refresher courses on TQM with special importance. At the same time different topics of TQM have been included in the syllabus of core courses of the Centre. Participants of different courses have shown their deep interest in TQM. BPATC is implementing a project for expanding TQM activities at the Upazila level. Participants of the six Upazila short courses have implemented 146 Kaizen action plans and all these action plans have drawn the attention of their superiors.

Top officials including some Secretary level officials to the government also expressed their deep interest in TQM in the national dissemination seminar and expressed their desire to implement in public service sectors in a larger scale. Thus it is evident from all these angles that introducing and practicing TQM is the demand of time and proper implementation of this concept in public service sector may bring about positive change in public service sectors. Moreover, the outcome of this study will be used as the training materials in the core courses of BPATC. Realization of this importance has encouraged the researchers to undertake this research project.

1.4 Scope of the study

This study intends to analyze the results of selected KAIZEN action plans under taken and implemented by the trainee officers of short course on TQM. Related fields of the study were -

- Disposal of mutation cases by AC (Land)
- Disbursement and recovery of loans by the URDO
- Disbursement of widow allowances by the Upazila Social Service Office
- Completion of civil/development work within stipulated time by an Upazila Engineer
- File management of an office of the Upazila Engineer

1.5 Research Questions

- Whether the TQM Trained Participants are applying TQM approaches in their workplaces?
- Have Supervising Officers found any changes among their TQM Trained Sub-ordinates?
- Whether the beneficiaries are getting better services from TQM Trained Upazila level officers?

1.6 Objectives of the study

Prime objectives of this research are to-

- a) observe whether TQM is applicable to service delivery (rate of disbursement and recovery of loan/mutation cases/health services etc);
- b) detect the hurdles of timely and quality services;
- c) focus on different exemplary fields where service delivery systems have been improved remarkably due to application of TQM;
- d) examine the satisfaction level of the clients;
- e) identify the feasible service delivery units where TQM may be applicable successfully and
- f) recommend measures how TQM could be applied which are not running in harmony with the will and wishes of the stakeholders.

1.7 Methodology

Sources of Data

This study was an explanatory research and descriptive in nature. Both primary and secondary sources were used to collect necessary data. Survey and focus group discussion methods were also applied for collecting data. Selected Upazilas were visited to observe the present scenario.

a) Primary Data

The targeted area of the primary data was Upazilas where TQM course was completed. In this regard, the primary data was collected from six Upazilas of six divisions through structured questionnaire using the sample survey method. Using the structured questionnaire, key informant interview method was applied to collect information about the improvement of public services through TQM.

b) Secondary Data

To conduct the study, relevant secondary data were obtained from the Improving Public Services through TQM Project. All the participants of TQM short courses completed the Work Improvement Action Plan. The research team visited the Work Improvement Action Plan, Mentor reports and Reviewers reports. The team also studied related Books, Journals, Reports, the Internet Materials, etc. These sources were made available through visiting BPATC library, TQM project office and through browsing the web.

1.8 Limitations

The present research is an attempt to find out the scope of TQM application in the field administration. Implementation of TQM hampered due to the transfer of the TQM trained officers. The data collected only from the TQM trained officers when they were present at data collection period in the respective Upazilas. For collecting secondary data no previous study on TQM applicability in field administration has found.

1.9 Report Plan

Including the present introductory chapter, the report contains five chapters. A brief outline of the rest of the report indicated below-

Chapter-2: Literature Review: Concept & Framework of TQM- Second chapter of the report begins with the conceptual ideas of TQM.

Chapter-3: TQM: Bangladesh Perspectives- The chapter three attempts to review the present surroundings of TQM in Bangladesh. Particular interest of this chapter remains to show the present footing and growth under national initiatives.

Chapter-4: Data Analysis- The fourth chapter initially deals with the result of the survey. The chapter attempts to identify the strength and weakness of TQM at implementation level in Bangladesh.

Chapter-5: Findings and Recommendations- Based on the discussion and analysis that have been taken from the above mentioned parts of the report, the final chapter concludes with providing recommendations.

Chapter Two:

LITERATURE REVIEW: CONCEPT & FRAMEWORK OF TQM

2.0 Introduction

Total Quality Management was developed in the mid 1940s by Dr. W. Edward Deming who at the time was an advisor in sampling at the Bureau of Census and later became a professor of statistics at the New York University Graduate School of Business Administration. He had little success convincing American business to adopt TQM but his management methods did gain success in Japan. In the 1970s and 1980s, many American companies, including Ford, IBM, and Xerox, began adopting Dr. Deming's principles of TQM. This gradually led to their regaining some of the markets previously lost to the Japanese. Although TQM gained its performance in the private sector, in recent years it has been adopted by some public service organizations. TQM has had a profound and unparalleled impact on modern business history. However, as a body of practical knowledge, TQM has been largely theoretical. This important management philosophy has reminded amorphous and shrouded in considerable conceptual haziness and ambiguity in developing countries like Bangladesh. (www.articlesbase.com).

2.1 Quality

Quality can be defined as the degree of excellence of a product or service. It determines the standard of that product or service which is most important for marketing.

The term **Management** means the act of achieving the desired goals and objectives using available resources efficiently and effectively. It comprises planning, organizing, staffing, leading or directing and controlling an organization. Organizations can be viewed as systems and management can also be defined as human actions to get useful outcomes from the system. This view opens the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others.

2.1.1 Quality Management and Total Quality Management

Managing something with desired quality is the **quality management**. **Management** that ensures the quality of a product or service with certain quality is the **Total Quality Management (TQM)**. The application of TQM covers the whole context under consideration. Literarily it has been defined as a structured method of management for continual improvement of a service or product. The ultimate target of the TQM approach is to delight customers using total involvement of employee's efforts on the issue.

2.2 Evolution of Total Quality Management

The concept of total quality management mainly flourished in Japan after the Second World War, though USA is the pioneer. US Navy first applied this management method. Japan applied this concept efficiently, especially in their industries. As a result Japan has confirmed the quality of their products and thus earning a lot from the world market. They have also applied the concept successfully in their public service sectors to provide quality services to their citizens. The approach is equally applicable in Bangladesh context. We can apply the method both in our industries and in service sectors. We have vast areas where efficient applications of total quality management can ensure expected quality of services to our people or quality of the products of our industries. Its application can enhance the overall development of the country.

2.3 5S in TQM (Sugiura, T. 1995 & Training Materials 2010)

5S is one of the most fundamental components of Total Quality Management. This originates from 5 Japanese terms, which are **Seiri, Seiton, Seiso, Seiketsu and Shitsuke**.

2.3.1 Seiri

Seiri refers removal of unnecessary items from necessary items. Seiri dictates **stratification** first and then **disposal**.

2.3.2 Seiton

The second **S** stands for **Seiton**, which means arranging items in order to their importance so that someone can handle them easily and systematically. It also refers to decide correct method to solve the problem quickly and efficiently.

2.3.3 Seiso

The third S refers **Seiso** that instructs to keep things clean and conceptions clear for better performance. This is done with the objective to inspect realities and to take faster corrective measures, if required.

2.3.4 Seiketsu

The fourth S stands for **Seiketsu**, that refers to create a sustainable and consistent way of doing tasks and procedures. It also leads to concentrate on standardizing best practices in workplaces with notion to ensure quality.

2.3.5 Shitsuke

Shitsuke leads organizations to maintain sustainable approaches and organizational culture in line with its vision, mission and objectives.

Once fully implemented, the **5S** process can increase morale, create positive impressions on clients/customers, enhance the efficiency and thus make the organization competitive in the market. This 5S tools are important for fixing-up the standard that requires to be achieved. The whole process refers to a sustainable work culture in the office domain.

2.4 Two important rules of TQM

TQM approach refers two important rules targeting the citizens to meet their demands. This are:

Rule-1: All your steps should be taken to satisfy your customers or citizens

Rule-2: Please don't forget Rule 1.

There is an important saying in TQM approach such as '**If you keep your customers or citizens in your mind you can't go wrong**'.

2.5 Kaizen Activity

Kaizen activity is the backbone of TQM. The word '**Kaizen**' originated from two Japanese terms '**Kai**' & '**Zen**'. In Japanese language, '**Kai**' means **change** and '**Zen**' means **better** or **developed** or **enhanced** etc. In TQM the word Kaizen stands for **continual development**. KAIZEN activities are done to achieve a desired standard of a service or product first and then improve it through

continuous efforts. According to TQM, perfection has no end and thus Kaizen activity is always pertinent. Japan has successfully applied this approach in their industries, which led them to secure their prestigious position in the world economy. (Guidebook for TQM 2010).

Kaizen activity is equally applicable in Bangladesh. We can use the approach widely in our context, both in industries and service sectors. Actually many of us use this approach in our domains, but mostly we don't have the systematic approach. We can Practice KAIZEN activities

- In our personal life;
- In our family life;
- In our social life and
- Definitely in our work places to improve our service delivery systems.

Wide practice of Kaizen activities can definitely enhance overall efficiency of our Public Sector.

2.6 Types of Kaizen Activities: Top-down and bottom-up approach

There are two types of Kaizen approach; **top-down and bottom-up approach**. Top-down type of Kaizen approach is undertaken systematically under the direction of bosses, flows from top to down. In this type of approach decision to do something is taken by the top management and flows from top to downward. Front-liners normally perform their duties as they have been ordered by their higher authority. Usual **steps of hierarchy in top-down approach** are

- Decision by the top management/ Committee
- Subordinates to implement

Subordinates comments are usually ignored or under-valued.

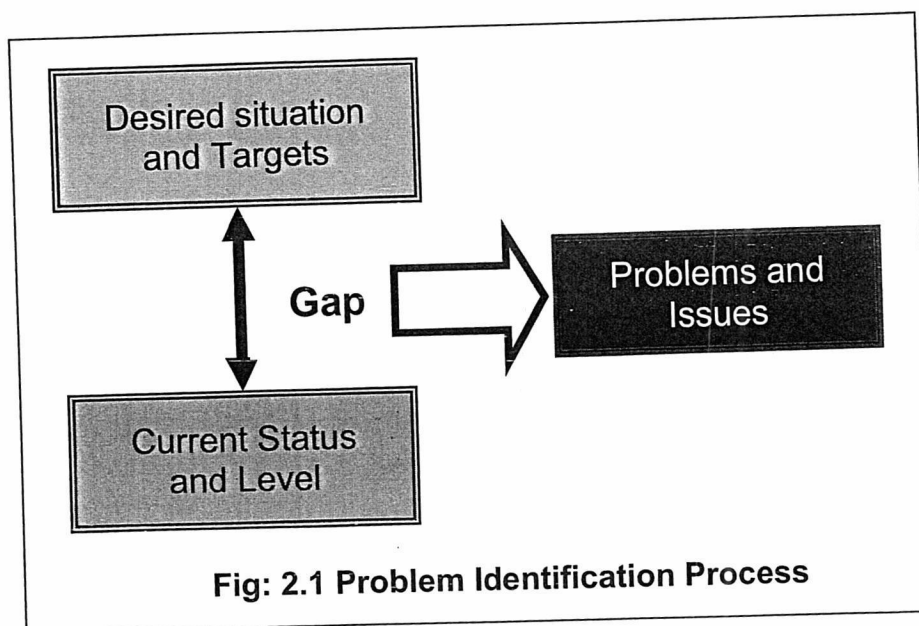
In **bottom-up type** of Kaizen activity members of Quality Control Circle (QC Circle) i.e. front line workers must have that much autonomy and independence in their workplaces so that they can suggest anything which they feel fit and better for their organizational improvement. In this type of approach, following components exist

- Suggestions from front-liners are well-taken to enhance the standard
- Total Productivity Maintenance (TPM)
- Process Improvement Activities

In bottom-up approach the front-liners' (as office clerks, sub-ordinate staff etc.) independence and autonomy in workplaces are duly recognized by their bosses. For better outcomes, bottom-up approach is becoming more popular and effective means of better management.

2.7 Kaizen Action Plan

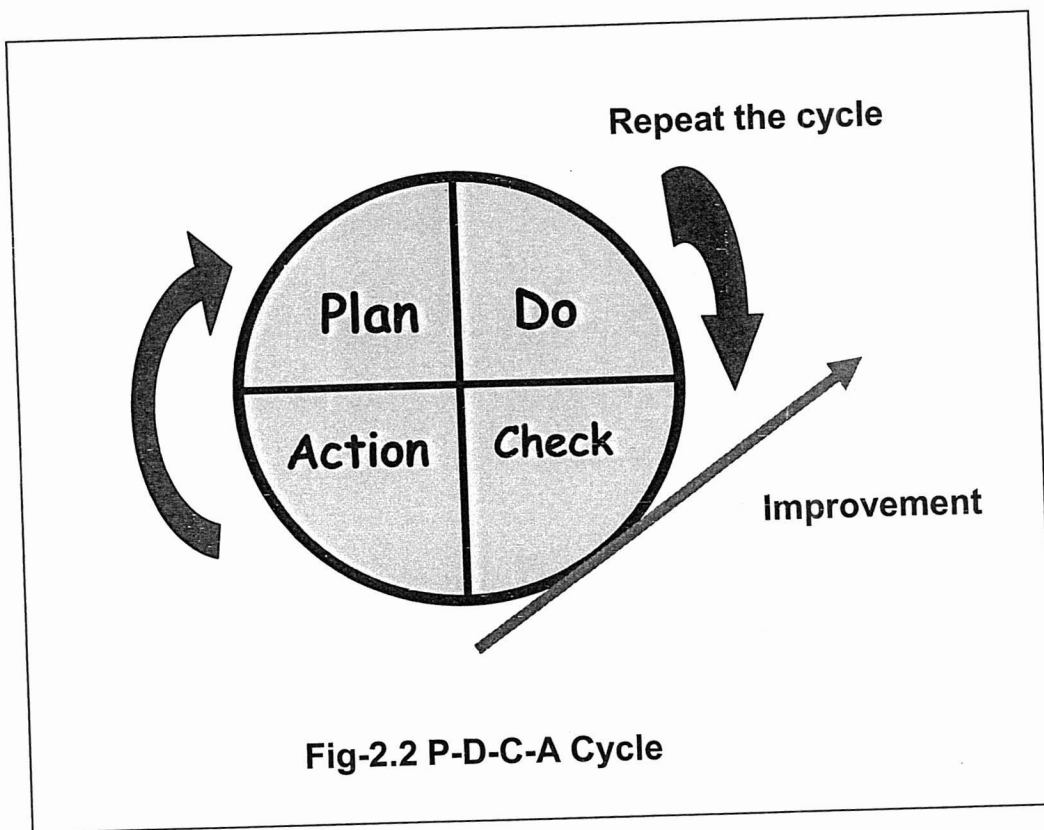
The systematic approach to continue Kaizen activities for long time to achieve a sustainable work culture requires a plan, which is known as **Kaizen action plan**. If we proceed according to a Kaizen action plan, then we can expect to achieve a tangible and sustainable success in respective fields. A quality Kaizen action plan must be **pragmatic, executable, result oriented and time bound**. (Haque, A. K. M. E, 2012).



(Source: Haque, A. K. M. E, 2012)

2.8 Management Cycle of TQM

Management cycle of KAIZEN activities is well defined and well practiced by the TQM practitioners and known as PDCA Cycle, where **P** stands for **Plan**, **D** stands for **Do**, **C** stands for **Check** and **A** for **Action**. It refers that to complete a task successfully we need to plan the work logically and then to act as per the plan to achieve the target. It is also usual that constant checking or monitoring on execution of the task is very important to lead the task to a successful end.



(Source: Haque, A. K. M. E, 2012)

According to TQM approach after checking, if there remains any drawback or any further intervention is required then it is to be taken properly. This step is known as the **Action** and thus has the different meaning from **Do**.

2.9 Daily Management and Policy Management

2.9.1 Daily Management

Daily Management is nothing but the routine work management of an organization. It is regularly done by the employees of the organization. For smooth running of an organization, efficient daily management is very important. It is to be kept in mind that one can manage his hour by managing his minutes; a week could be managed by managing days. Thus daily management is very important for any organization and the overall management standard of an organization depends on the standard of their daily management.

2.9.2 Policy Management

Policy Management means the management of the policies those drive the organization as a whole. It refers activities carried with cooperation of entire organization in order to implement organization's plans efficiently.

Chapter Three:

TQM: BANGLADESH PERSPECTIVES

3.1 Introduction

TQM attempts to have maximum customer satisfaction through providing quality product and services both in private and public sector. Tools and techniques of TQM are applicable to a wide range of organizations of all sizes and types such as manufacturing, service, government, military, construction, education, small business, healthcare and non-profit entities. Application of TQM in private sector started earlier providing quality product and services. TQM practicing in public sector is also going on and they are also providing quality services.

3.2 Beauties of Total Quality Management

The strength of a chain depends on the weakest loop of that chain. Severe accident could be committed if even a single bolt of a running wheel remains loose. All such unwanted situations could be avoided by taking equal attention to the whole system, i.e. applying the philosophy of the total quality management. Successful application of TQM can minimize all such unwanted situations by taking due care and importance to every step.

As per TQM, **total** means complete integration of tasks or every aspect for quality assurance, **quality** is to be determined and confirmed by the customers and assured by the producer/ provider. Management is needed to get the quality service from every employee at every stage. TQM treats client as customer and their satisfaction is very important for the service provider or producer. All efforts of the service provider or producer will be customer-centric. In this age of globalization, clients are free to choose things or services as per their ability. So if they get something better within their reach, they usually opt for the better alternative.

3.3 TQM in Service Sector

The concept of TQM effectively flourished first in industries of Japan. It resulted tremendously there and played very vital role in flourishing the economy of Japan. Products of Japan ranked top in the world market due to proper application of TQM in their industries. The quality of their products was ensured through systematic application of TQM. But later on, it has been equally applied in service sector. The basic philosophy of TQM remains unchanged, only the approaches have been modified to cope with the situation.

3.4 Why TQM in Public Service Sector?

Government is the biggest service provider in all countries of the world. But monopoly of the government organizations is gradually reducing. Now public sectors are facing tough competitions from the private entrepreneurs in most of the service sectors. To survive in this competitive market, there is no option other than the improved standard of the service delivery and assurance of quality. Hence public sectors need to enhance their quality and to shift their paradigm from administrative approach to managerial approach, from traditional management approach to total quality management approach. Citizens should be treated as customers, not as tenants or subordinates; plan should serve them, to delight them for our survival in coming days.

Civil servants should serve the citizens directly and citizens always expect quality services from service providers. These demands are increasing with time. People are not ready to hear about resource constraints of the government. But quality service needs more wealth. Revenue collection/tax is the main source of wealth of the state, where citizens are the payers of these taxes. In reality tax payers are not willing to give more tax and politicians are not usually interested to impose/increase more tax because of their electoral relationship with voters. Civil servants need to satisfy citizens with minimum resources. Efficient practice of TQM may help to satisfy people's demands and to manage critical situations.

3.5 Sustainability of an Initiative

Sustainability of an initiative depends on the follow-up actions. Relentless efforts are needed to sustain the initiative. Actually attitude of the concerned persons and discipline of the system is the most important requirements for success and sustainability of an initiative. The importance of these two terms can be explained as given in the following table. Putting the spatial values of the alphabets of the term **attitude** and **discipline**, it has become evident that their total spatial value is 100 for each.

Table-3.1: Attitude and Discipline

<u>Attitude</u>	<u>Discipline</u>
A=1	D=4
T=20	I=9
T=20	S=19
I=9	C=3
T=20	I=9
U=21	P=16
D=4	L=12
E=5	I=9
	N=14
	E=5
TOTAL=100	TOTAL=100

Hence positive attitude needed to run every initiatives taken earlier by anybody else and must need to ensure the discipline.

3.6 TQM in Bangladesh Context

Basic features discussed so far, can be definitely applied in Bangladesh. Where the world is trying hard to uphold the quality of everything, every product, every service; the quality is not up to the expected level by and large in Bangladesh. There is hardly any sector, where quality is totally ensured. Mostly citizens are not satisfied with the services of Food, Health, Education, Land Management etc

3.6.1 Food Sector

In case of food, it is more than severe. Usually, for a particular food, the very first question that comes in the mind of a consumer is '*whether the food is pure?*' And unfortunately in most of the cases, the answer could be 'no'. There is legal instrument against impurity, namely 'the Pure Food Ordinance' there is agencies to implement this ordinance, but reality is that, our foods are mostly adulterated. There are several syndicates who are polluting foods by mixing unacceptable impurities. Impure foods are very injurious to human health. It affects the normal growth of children, affecting public health with severe diseases, but still the process of mixing unwanted materials in food is going on as usual. Some steps against culprits are often taken by concerned agencies, but these steps are very insignificant in the context of its country-wide network. Food is basic necessity for the survival of life. But a segment of the people dealing with food sector does not have any sincerity regarding the purity of food. They are always opting for more profit. Government is responsible to ensure the quality food for consumers, but it has no significant control in this sector. TQM is highly applicable in this sector.

3.6.2 Health Sector

Health sector deals directly with human lives. If a patient, returned from a public hospital, is asked 'how far s/he is satisfied with the service rendered by the hospital?', then the probable answer can be guessed easily. Actually health sector under public control is not serving satisfactorily in Bangladesh. People are not satisfied with the service from government hospitals. But, on the other hand some of the private hospitals are providing much better services than public hospitals. But even today, the standard of medical services in Bangladesh is not up to the mark. The result is that, patients having financial solvency always preferring foreign countries for better treatment. Huge numbers of patients are going to India everyday to get better treatment, which means a huge number of foreign currencies are draining out from the country. It is very unfortunate that most of our people have no confidence in our medical system. Only the quality treatment can stop this flow. Hence the concept of TQM is widely applicable in the medical sector to ensure quality treatment.

In general, the quality of all medicines produced by pharmaceutical industries of Bangladesh is not up to the mark. But, some of the pharmaceutical industries are producing world-class medicines, but also have pharmaceutical industries those producing less quality medicine even poisonous medicines. But the quality of medicines can easily be ensured by applying TQM. In fact for medical services, maintaining quality is the first and most important necessity.

3.6.3 Education Sector

Our students are not at all less meritorious than common students of Europe or America or any other developed country. But they are failing to contribute to the nation as expected. The education, which they are getting from the academic institutions are not standard. Quality education is almost absent in our public institutions. In most of the Universities, students are deprived of quality education. They become engaged in many unwanted activities, which are not suitable for a student. The defect lies on the system, in curriculum, among teachers. But this fatal situation could be overcome by applying TQM in academic institutions. This is an important sector to apply the concept of TQM.

3.6.4 Engineering Sector

The sector that builds the development infrastructure of a nation is the engineering sector. There are many examples in Bangladesh, where the engineering constructions broke down before inauguration. Buildings in Bangladesh usually fail to get normal lifetime as usual. Roads become un-usable before the expected time. Whatever is the cause behind these below standard constructions, it is damaging the development of the country. It has become an established fact, that the construction done by the government engineering sectors means the quality has been damaged abruptly. Our engineers working outside Bangladesh are performing well, but within Bangladesh, scenario is not satisfactory, rather reverse. If the quality of all engineering works is ensured, the development of the country could be ensured and citizens could get rid of many sufferings. Here TQM is the best tool, which can ensure the infrastructural development of the country.

At present there are 6 Mobile Phone Operators are working in Bangladesh, of which only one is the state-owned (Teletalk). It was usual expectation that Teletalk could provide the best service to their clients, because it has nationwide infrastructure with established set-up. But it is evident now that the standard of service provided by Teletalk is not up to the mark. As a result, private mobile operators are doing their business much better than Teletalk.

3.6.5 Land Management

Land management is an important sector of public administration. Bangladesh is a country of agriculture where land is the most valuable resource. Naturally, proper management of land is extremely important. Proper land management is also important for maintaining the social peace and harmony. But unfortunately land management in Bangladesh is defective and it has become a source of social unrest. It is commonly known that about 80% cases of courts are getting from land disputes. TQM could be the most appropriate method for land management of the country.

3.6.6 Civil Service

In Bangladesh we have highly qualified members in civil services, but unfortunately our service delivery standard is not yet up to the mark. A research over qualification and service delivery standard by civil servants has shown that civil servants of Bangladesh have very good position (2nd position from the top) in world ranking, but their service delivery is not satisfactory and unfortunately it is 2nd from the least.

In most of the cases, our citizens are not satisfied with the standard of services delivered by public offices. There may be many causes hindering the quality of services, but traditional and defective managerial approach is definitely an important cause of this poor standard of service delivery system. Total Quality Management (TQM) could be one of the best solutions to enhance this standard.

In Bangladesh, TQM is practicing mostly in private sectors but not in public sector. In pharmaceutical industry, some factories are efficiently using TQM and thus ensuring their world-class quality. In the garment sector, industries are also using TQM and ensuring the quality of their apparels. In present context, it is difficult to identify a government sector in Bangladesh, which has achieved 100% citizen's satisfaction. We have established infrastructures, sufficient manpower, resources but because of our traditional managerial approach and typical mentality, public sectors are providing very poor level services. Actually there are multiple sectors, where we can apply TQM. But unfortunately the application of TQM is not at all significant in Bangladesh.

This traditional approach can not ensure better service delivery; rather it can continue the culture of back-datedness in public service sector. In Bangladesh this tradition is continuing almost in all sectors. Clients are ignored and deprived from their due service in many ways. They are not getting proper services from service providers; rather they are being deprived. This scenario can never bring the expected development in public sector.

3.7 TQM Initiatives in Bangladesh

TQM was introduced to the Japanese manufacturing sector by American experts after the World War-II and it has played a significant role in promoting rapid economic development in Japan. Japan and a number of countries, including Singapore and Malaysia, have implemented TQM to prioritize social needs and then systematically addressed each one-by-one in delivering public services. TQM has proven useful in improving the quality of service delivery at a reasonable cost and in a reasonable period of time. Like others Bangladesh has started TQM practice both in public and private sectors.

3.7.1 TQM Initiatives in Private Sector in Bangladesh

Some of Bangladeshi companies are well equipped and successful to some extent in achieving customer satisfaction with regard to product and service, but they lack in maintaining close working relationships between interest groups and promoting aspects of working environment. The management principles are narrowly viewed, communicated and understood even with well-documented

procedures and instructions. Bangladeshi firms make an effort in empowerment of quality control circles but apparently follow a comparatively rigid hierarchical structure. Nonetheless, they are able to assure quality. In terms of organization and distribution, all of the concerned companies are suitably equipped and positioned, but suppliers are not benchmarked with respect to specific criteria and special quality ratings in terms of product attributes and therefore information regarding supplier reliability is not available in any objective form. (www.articlesbase.com)

3.7.2 TQM Initiatives in Public Sector in Bangladesh

Bangladesh public sector faces many challenges in meeting the rising expectation of the Bangladeshi people. Poverty alleviation and gender equality, as outlined in the country's Interim Poverty Reduction Strategy, is an underlying issue hindering the delivery of much needed social services. In August 2006, the Government of Bangladesh requested the Government of Japan to introduce a "bottom-up TQM approach" in addressing these issues. In March 2007, JICA and BPATC officially launched the "Project for Enhancing the Capacity of Public Service Training in Bangladesh." (IPS-TQM, 2012)

The Enhancing Capacity of Public Service Training in Bangladesh Project has created a rich pool of TQM trainers in BPATC and its Project Partner Institutes, and has also developed suitable curriculums on TQM for different types of courses. In addition to doing On-Campus courses, the TQM Team is also doing Off-Campus District and Upazila level TQM courses and On-Demand courses. It is opening a new dimension of field-level training intervention by BPATC.

The Enhancing Capacity of Public Service Training in Bangladesh Project has not only strengthened the TQM training capacity of BPATC and its partner institutes, but has also created the model of a framework for continuous improvement in the quality of public services in field administration, particularly at the Upazila level of the country. Based on this model, a 2nd Phase of this Project titled "Improving Public Services through Total Quality Management (IPS TQM) Project" has been started. It is expected that this 2nd Phase Project will ensure greater effectiveness of training in achieving results.

The “Project for Improving Public Services through Total Quality Management” is a Five year (2013-2018) collaborative project amongst five partner institutes in Bangladesh for the purpose of strengthening their training capability in the area of quality service delivery. In addition to BPATC, the other five partner institutions that are collaborating in this Project are:

- National Academy for Planning and Development (NAPD),
- Bangladesh Academy for Rural Development (BARD),
- National Academy for Educational Management (NAEM),
- Rural Development Academy (RDA) and
- National Institute of Local Government (NILG)

In addition to the Total Quality Management (TQM) Short Course, other Project activities include:

- Training of TQM Trainers
- TQM modules for the Core Courses (FTC, ACAD, SSC)
- Model Projects
- Pilot Courses
- On-Demand Courses on TQM-CCI
- Dissemination Activities (Briefing Papers, Webpage, Seminars and Workshops, Case Studies, Mass Media).

3.8 Bangladesh Society for Total Quality Management

Bangladesh Society for Total Quality Management (BSTQM) is a voluntary organization engaged in promoting Total Quality Management (TQM) in Bangladesh. The society was established on 04 May 1996. The vision of this organization is Quality for Peace and Happiness of Mankind and the mission is Promotion of quality in all walks of life to ensure Peace and Happiness of Mankind. BSTQM has been positioned as a leading organization in Bangladesh promoting quality across the country. Its main Endeavour include integration of people and organizations on a unique platform of common understanding based on respect of humanity for promotion of quality in all walks of life. BSTQM is leading a movement in Bangladesh to promote Total Quality Management as

management philosophy for ensuring customer loyalty as a basic requirement for economic growth. In Bangladesh, Society and organizations are lagging behind in the field of quality. A mental revolution to develop quality culture is absolutely essential. BSTQM is a forum to develop this absolutely needed culture. BSTQM through its members is engaged in creating awareness, developing skills and disseminating knowledge among the people. BSTQM will mobilize resources: liaise with national and international organizations to achieve its mission. (<http://www.bstqm.org>)

3.8.1 Activities of BSTQM

Responsibility of BSTQM includes promotion of TQM culture across the country. In this light, activities of the society include but not limited to the following:

- Organizing seminar, workshop and Training course
- Organizing Annual Quality Conventions
- Administering Quality awards, prizes
- Registration of Quality Circles
- Publication of newsletter, journals
- Publication of Books
- Liaison with national and international bodies Etc.

The Society has a number of publications on various issues of Quality Management. Copies of these publications can be purchased by any one. The Society published a quarterly newsletter highlighting significant issues in Quality Management. Any one may subscribe the Newsletter. BSTQM is a member of the following international organizations and participates in programs organized by those agencies-

- Asian Network for Quality (ANQ)
- International Convention on Quality Control Circles (ICQCC), JUSE
- World Council for Total Quality & Excellence in Education (WCTQEE)
- Middle East Quality Association (MEQA).

Chapter Four: DATA ANALYSIS

4.1 Introduction

The concept of Total Quality Management (TQM) is mostly new to the government officials especially to the field level officers of Nation Building Departments (NBDs). At the same time all the service receivers from government are not familiar with TQM concept too. To review the present status of the TQM concept (especially KAIZEN activities) and its extents of benefit the research team collected primary data through questionnaires and interview from the various types of respondents. This chapter focused on the valuable outcome and comments made by the respondents.

4.2 Respondent Profile

The Enhancing Capacity of Public Service Training in Bangladesh (ECPUST/BD) Project of BPATC has conducted six Upazila level TQM courses in six divisions as mentioned in table-4.1. As part of the training, Trainees of last six Upazila short courses on TQM have taken one hundred forty six KAIZEN action plans to improve their service quality within their respective fields.

Table-4.1: Upazilas Covered in the Study

Sl. No.	Division	District	Upazila	Course Duration
1)	Dhaka	Dhaka	Dhamrai	07-13 January/2010
2)	Rajshahi (Former)	Panchagar	Tetulia	22-25 March/2010
3)	Barisal	Barguna	Patharghata	10-13 May/2010
4)	Khulna	Meherpur	Meherpur Sadar	07-10 June/2010
5)	Sylhet	Sylhet	Jaintapur	01-04 November/2010
6)	Chittagong	Cox'sbazar	Ramu	28 Feb-03 March/2011

Three types of respondents were selected for collecting data. They are as follows-

- a) **TQM Trained Participants:** Participants of the Upazila level government officers those who have participated in the TQM main course and refresher course. As part of the course they have implemented their KAIZEN Action Plans;
- b) **Supervising Officers:** Supervising Officers of the TQM trained Upazila Officers who have observed the activities and performance of their subordinates after TQM course and
- c) **Beneficiaries:** The main objectives of the KAIZEN Action Plans implemented by the Officers are to improve service delivery and satisfy their clients. So beneficiaries' response is very important to assess the effectiveness of the KAIZEN Action Plans implemented by the Upazila level officers.

4.3 Frequencies of Different Types of the Respondents

Table-4.2: Respondent Frequency

Type	Frequency	Percent
Participants	60	37.5
Controlling Officers	30	18.8
Beneficiaries	70	43.7
Total:	160	100

4.4 TQM Trained Participants

4.4.1 Participants idea about TQM as a Concept

The research team asked the question to the participants whether they had any idea about TQM before TQM training. The Table shows that 60 respondents had no idea about TQM before participated in the TQM course.

Table-4.3: TQM Concepts to the Participants

Total Respondent	Yes	%	No	%
60	0	0%	60	100%

The participants mentioned that Important Learning Points from the TQM course are as follows.

- Implementing Small Action Plan
- Identifying the problems for service delivery
- 5S (Seiri-Sorting, Seiton-Setting in order, Seiso-Shining, Seiketsu-Standardize, Shitsuku-Sustain)
- PDCA (Plan-Do-Check-Act)
- Continuous Improving of Services
- Strengthening Team
- Office Management
- Future Planning for the development
- To ensure transparency & accountability
- Modernizing the services
- Timely service delivery

4.4.2 KPI increased after Implementation of Action Plans

Table-4.4: Improvement of KPI

Total Respondents	KPI increased (%)	No. of Respondents	% of Respondents
60	0-10	10	16.7
	11-20	18	30
	21-30	15	25
	31-40	9	15
	41-50	2	3.3
	51+	6	10

The Table indicates that 16.7% respondents have increased their KPI by 10%, 30% respondents have increased their KPI by 11-20%, 25% respondents have increased KPI by 21-30%, 15% respondents have increased their KPI by 31-40%. Every respondent participated in the TQM course has increased his/her KPI which indicates positive result of the course. It is important that more than 13% respondents have increased their KPI from 41-100%.

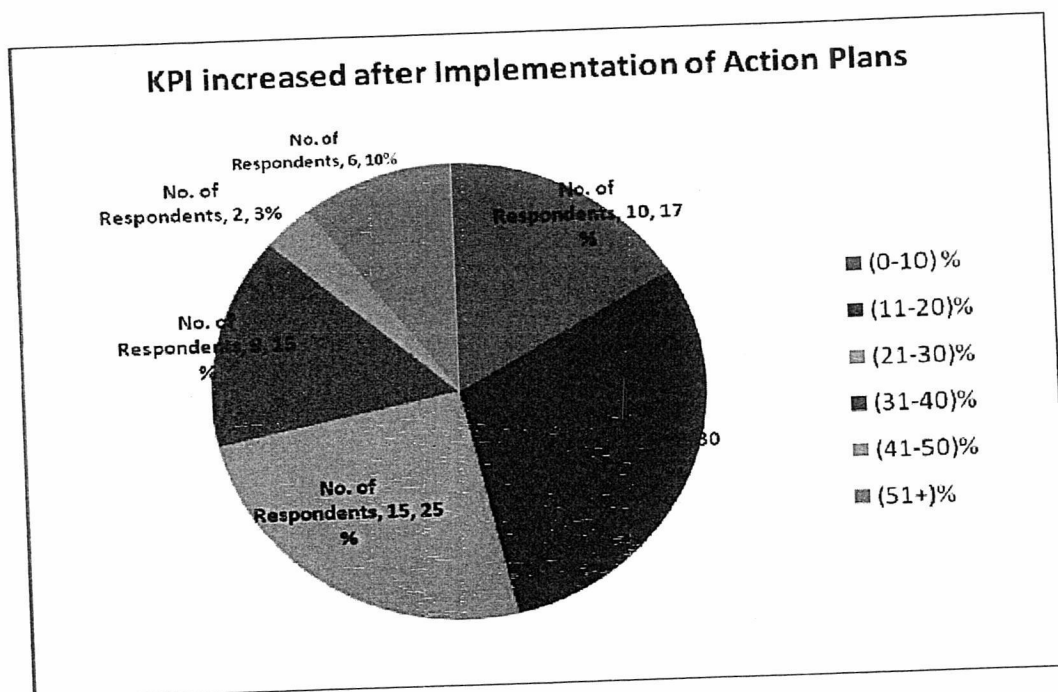


Fig. 4.1: KPI increased after Implementation of Action Plans

4.4.3 Changes made after Implementation of TQM Course

Table-4.5: Change after Implementation of Action Plan

Total Respondent	Yes	%	No	%	No Response	%
60	54	90	1	0.9	5	9

The Table shows that in the work place of the 54 respondents, some positive changes have been achieved in service delivery after completing the TQM course. Only 1 respondent said that he could not bring any changes in his work place. No response from the 5 respondents. It is a very good sign that 90% respondents said that changes have been occurred in their work place.

4.4.4 Changes have been achieved in

- Updating the Information Board
- Changing the Office Management
- Strengthening the Team Work
- Enhancement of Efficiency

- Development of Responsibility
- Ensure Timely Service Delivery
- Providing Timely and Accurate Information
- Improved Monitoring System
- Changing Mind Set
- Introducing Help Desk etc.

4.4.5 For Sustaining the Action Plans

Respondent opined that the following methods can be followed for sustaining the Action Plan:

- Implementing PDCA cycle
- Developing Mind Set
- Find out weaknesses and taking initiatives to minimize those weaknesses
- Continuous Monitoring
- Involving Local Leaders
- Involving Controlling Bosses
- Improving Social Connections
- Provision for Intensive Package
- Positive Mind Set of the Controlling Bosses and Team Members etc

4.4.6 Indicators Reflecting the Upgradation/Standard of Public Services

The following are indicators for reflecting the up gradation/standard of Public Services through TQM:

- Timely Service Delivery to the Clients
- Solving Small Problems
- Less Complaint in Service
- Satisfaction of Clients
- Updated Information Board
- Increasing Timely Distribution of Loan
- Reducing the Clients Complain
- Satisfaction of the Stake Holder
- Application of 5s etc.

4.4.7 Recommendation of TQM Course for their Colleagues

The research team asked to the participants whether they recommend TQM course for their Colleagues or not.

Table-4.6: Recommendation of TQM Courses for Colleagues

Total Respondent	Yes	%	No	%	No Response	%
60	52	86	2	4	6	10

The Table shows that 52 respondents (86%) recommended TQM course for their colleagues. 2 respondents did not recommend TQM course for their colleagues. No response from the 6 respondents.

4.4.8 Involvement of Senior Authority

The participants mentioned that the senior authority can be involved with TQM Process as follows-

- Inviting in TQM Workshop, Seminar
- Introducing TQM cell in each Division/Ministry
- Through office order
- Involvement in TQM Activities

4.4.9 TQM in Civil Administration

The TQM trained participants recommend that TQM should be incorporated in Civil Administration in Bangladesh. The Table indicates that 90% of the respondents said that TQM approach should be incorporated in Civil Administration. They have given importance to the TQM course for the Civil servants. There was no comment from the 6 respondents.

Table-4.7: TQM in Civil Administration

Total Respondent	Yes	%	No Comments	%
60	54	90	6	10

4.5 TQM from the Point of view of the Supervising Officers

4.5.1 Problems to Perform the Official Duties

The research team asked the Supervising Officers of the participants whether any changes they have noticed in their officers after completing TQM course.

The Table shows that out of 30 respondents 24 (80%) said that they faced problem in performing official duties. Only 5 respondents said they didn't face problem. No comments from 1 respondent. Most of the controlling officers face problem due to shortage of manpower, lack of training, de-motivation of the officials.

Table-4.8: Problems of Performing Duties

Total no of Respondent	yes	%	No	%	No Comments	%
30	24	80	5	17	1	3

The respondents have faced following problems to perform the duties-

- Shortage of skilled manpower
- Wastage of resources
- Negligence of duties
- Political influence
- Excess work load
- Lack of proper training
- Lack of transparency.

4.5.2 Importance of Training to Overcome Existing Problems

Table-4.9: Training to overcome existing problems

Total no of Respondent	yes	%	No	%	No Response	%
30	24	80	4	14	2	6

The Table indicates that 24 respondents (80%) said that trained manpower is very important for timely service delivery. Through training an employee can develop skills and it should be continuous process. 4 respondents said that training is not very important for timely service delivery. No response from 2 respondents.

4.5.3 Response about TQM as a Concept of the Supervising Officers

The Controlling Officers of the TQM trained participants mentioned the following regarding the perception of TQM.

- TQM increases performance of the offices
- TQM process ensures service delivery timely
- TQM is better system to fulfill the target
- Improve the office environment
- Increases confidence in staff and officials

4.5.4 Observation of Supervising Officers

Most of the Controlling officers have noticed following changes in TQM trained officers-

- Reduced the service delivery time
- Performing the officials task more accurately
- Mind set changes for providing better services
- Increased efficiency
- Developed work skills
- Increased service quality

Supervising Officers recommend TQM course for their Sub-ordinates. Their response is as bellow:

Table-4.10: Recommendation by Supervising Officers

Total no of Respondent	yes	%	No	%	No Comments	%
30	24	80	2	8	4	13

The Table shows that 24 respondents (80%) said that TQM course is very effective for their sub-ordinates. They have found basic changes among their sub-ordinates after participating in the TQM courses. Only 4 respondents did not recommend TQM course for their sub-ordinates. 4 respondents gave no comments.

4.5.5 TQM in Public Sector according to Supervising Officers

Supervising Officers mentioned that TQM is important in Public Administration. They pointed out the following issues-

- TQM System provides fast & efficient services
- PDCA cycle can improve service delivery
- Improve monitoring and feedback system
- Ensure proper use of loan and resources
- Fulfill the target
- Provide better services with low cost
- 5s improve the daily work
- Develop work environment etc.

4.6 Response from the Beneficiaries

4.6.1 Service Delivery from TQM Trained Participants

The beneficiaries mentioned that the following services they have taken frequently from the respective offices.

- Upazila Health Complex (Health Services)
- Upazila Youth Office
- Related and appropriate information services from the various Upazila Offices
- GPF Advance from the Upazila Accounts Office
- Bill for work done for various Upazila Offices
- Administrative Services from the UNO and other Officials
- Disability Allowances from Socials Services Office
- Agriculture related advices from the Agriculture Information Office
- Loan for Fish Cultivation from the Upazila Fisheries Office
- Old Age Allowances from the Upazila Social Services Office etc.

Beneficiaries also mentioned time that was taken to get the above mentioned services:

Table-4.11: Service Delivery Time

Respondents	%	Usual (days)	Unusual (days)	Remarks
46	66.7	1-10	-	-
8	11.4	11-20	-	-
12	17.1	-	21+	-
4	5.7	-	-	No Comments

The Table shows that out of the 70 respondents 66.7% said that they got services from the various offices of the Upazila within the usual time (i.e. 1-10 days) and 11.4% respondents said that they get services taking un-usual time (i. e more than 21 days). The Table also indicates that 17.1% of the respondents do not get services from the Upazila offices within usual time which is not a negligible number.

4.6.2 Improvement of Service Delivery from TQM Trained Participants

The Table shows 63 respondents said that they faced no problem in getting service from the Upazila offices, i.e. 87% of the respondents were happy. 6% respondents were not happy with the services of the Upazila Officers. 4 respondents had no comments.

Table-4.12: Improvement of Service Delivery

Total No of Respondents	yes	%	No	%	No Comments	%
70	4	6	63	87	3	6

Beneficiaries were happy with the services delivery from the TQM trained participants.

Table-4.13: Beneficiaries Happiness

Total number of Respondent	yes	%	No Comments	%
70	66	94	4	6

The Table shows that 66 respondents were happy with the behavior of the Upazila Offices. 4 respondents had no comments. The Table also indicates that 94% respondents were happy and 6% were not happy in getting services from the Upazila Offices within usual time.

4.6.3 Changing attitude of TQM Trained Participants

After completion of the TQM course the beneficiaries noticed changes attitude in the Upazila Officers.

Table-4.14: Change in Attitude

Total No of Respondent	yes	%	No	%	No Comments	%
70	60	85	7	10	3	5

The Table shows that 60 respondents noticed that after participating in the TQM course attitude of the Upazila officers changed. 7 respondents said that they had not noticed any changes in attitude of the officers. 3 respondents had no comments. 85% of the respondents noticed attitudinal changes of the Upazila Officers. Changes had been experienced by the Upazila Officers-

Table-4.15: Attitude in Upazila Officers

Total No of Respondent	Positive attitude	%	Negative attitude	%	No Comments	%
70	64	90	3	5	3	5

The Table shows that 64 respondents (90%) had experienced positive changes of the TQM trained Upazila Officers. 3 respondents experienced negative changes of the Upazila officers and 3 respondents had no comment.

4.6.4 Expected Services from the Government Offices

Beneficiaries expected the following services from the government offices-

- Prompt services from the Govt. officials
- Service delivery in due time
- Services with accuracy
- Quality service delivery
- Necessary support from the relevant departments
- Neutrality
- Timely solving of problems of the community
- Proper advices
- Necessary Training
- Attestation service
- Performing duty with sincerity
- Cordial Cooperation of Government officials
- Timely and Quick Services
- Gentle behavior
- Easy loan procedures
- Latest information as and when required
- Welfare of the Public
- Technical training on ICT, Computer, Poultry farming etc.
- Development of the physical structure of the Government offices
- Quick and proper decision
- Latest information on Agriculture
- Arrangement of fresh drinking water
- Sanitary latrine establishment
- Child and Maternity care
- Proper marketing of Agriculture products etc.

Chapter Five:

FINDINGS AND RECOMMENDATIONS

5.1 Major Findings

1. TQM course is an important management approach for civil service, but most of the civil servants of our country generally do not know about it.
2. TQM trained officials have significantly improved the standard of their service delivery. Participants have developed their efficiency and skills.
3. A positive change has been achieved by the officers, who have taken TQM training and it has been measured by the increment of KPI. It has been noticed that in most of the cases 90% of the participants have increased their KPI after implementation of their Kaizen Action Plans.
4. TQM can change the mindset of officer and they can build team-spirit among their other colleagues.
5. Office environment has been improved. Offices are now cleaner than past after practicing the "5S" in offices.
6. They are also more cordial to the clients in providing services.
7. In many cases, delaying tendency has been reduced, and thus services rendering standard has been improved.
8. Participants recommended TQM course for their other colleagues.
9. Controlling officers noticed significant changes among their TQM trained sub-ordinates in providing services to their clients. They have also showed positive attitude about TQM course and recommended TQM course for their other sub-ordinates.
10. Controlling officers has opined that TQM is important in Public Administration for improving service delivery and work environment. They also suggested that higher authority should be involved with the TQM process.
11. Beneficiaries are getting better services from the TQM trained Upazila offices.
12. Beneficiaries are also interested to be involved in TQM process.

5.2 Recommendations

- 1) **More KAIZEN Action Plans:** It is observed that more than 90% participants improved the standard of their service delivery. So more KAIZEN Action Plans should be implemented by the Upazila level officers in different part of their service delivery. At least they could introduce One Year One Project (one KAIZEN Action Plan) to practice TQM in their offices to improve service delivery standard.
- 2) **TQM Training:** The Upazila level officers did very well to serve their clients after TQM training and 86% participants have recommended TQM training for their other colleagues. Hence, TQM training can be introduced to train all Upazila level officers and other civil servants.
- 3) **TQM in Public Administration:** For improving public services, TQM has been recognized as a good management tool and 90% of participants have recommended that TQM should be incorporated in Public Administration. In order to sustain One Year, One Project (OYOP) in all Upazila level/ Pourashova offices, where departmental monitoring is a must. TQM cells in every Directorate, Division and Ministry can be introduced.
- 4) **Budget for TQM Cell:** Special budget should be allocated for TQM Cells. So that the TQM cell members can monitor the One Year One Project (OYOP).
- 5) **Rewarding System:** Officers, who will be able to implement repeated Kaizen initiatives in their workplaces, could be given **Kaizen Role Model Award**. The Kaizen Role Model Award could be given in a national seminar. Officers implementing extra-ordinary Kaizen initiatives may be considered for overseas exposure visits.
- 6) **Special Campaign to Change Mind-set among Beneficiaries:** Like service providers, campaign could be taken to change the mindset of beneficiaries to build-up an amicable relationship between service providers and service receivers.
- 7) **Kaizen Competition:** It is the competition among QC circles, which can create a healthy competition among employees. It will be able to encourage employees to perform better. In Japan, this competition is very popular, which starts from the organization level to the national level. Now under the auspices of International TQM organization, this competitions are also taking place in the international level. So this competition should be introduced.

- 8) **More Study on TQM:** This study conducted only where the TQM course completed and the Upazila level Officers implemented KAIZEN Action Plans. In future a study can be conducted to find out the comparison of the performance between the TQM trained and without TQM trained Upazila level offices.

5.3 Conclusion

TQM ensured maximum customer satisfaction through quality services in different countries, in different sectors. The ultimate target of TQM is 100% satisfaction of the clients or success in the field where it has been applied. It is the usual expectation of clients to get 100% satisfaction with the product or services. The concept of quality is only dimly understood by practicing managers. Life cannot run without quality, we all expect quality and also we need to develop our service quality to survive in this competitive world. It is evident that searching for quality is an endless journey. Bangladesh is behind in practicing TQM but late is better than never. Proper practice of TQM can bring a qualitative change in service sectors. Enough scopes are available in service sector, as well as, industries to apply TQM. It is expected that in course of time, a sustainable work-culture will be established by practicing TQM, which will lead the country to a development goal.

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বাংলাদেশ লোক প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা।

[বাংলাদেশ লোক প্রশাসন প্রশিক্ষণ কেন্দ্র কর্তৃক APPLICABILITY OF TOTAL QUALITY MANAGEMENT (TQM) IN ADMINISTRATION: A STUDY ON KAIZEN ACTION PLAN IMPLEMENTED IN THE FIELD ADMINISTRATION শীর্ষক গবেষণা প্রস্তাব গ্রহণ করেছে। এই প্রশ্নপত্র উক্ত গবেষণা কার্যক্রমের একটি অংশ এবং সংগৃহীত তথ্য শুধুমাত্র গবেষণা কাজে ব্যবহার করা হবে। আপনার সহযোগিতা একান্ত কাম্য]

১। নামঃ

২। পদবীঃ

৩। কর্মস্থলঃ

৪। TQM এর কোন কোর্সে অংশগ্রহণ করেছেন কি না? হ্যাঁ ☐ না ☐

৫। উত্তর হ্যাঁ হলে কোন বৎসর TQM কোর্সে অংশগ্রহণ করেছেন?

৬। TQM কোর্সে অংশগ্রহণের পূর্বে TQM সম্পর্কে কোন ধারণা ছিল কি?

হ্যাঁ ☐ না ☐

৭। আপনার মতে TQM এর মূল উদ্দেশ্য কি?

ক)

খ)

গ)

৮। আপনার মতে TQM কোর্সের সবচেয়ে গুরুত্বপূর্ণ Learning কি কি?

ক)

খ)

গ)

৯। আপনার Action Plan/Work Improvement Project এর Theme/ Title কি ছিল?

১০। Action Plan বাস্তবায়ন করার পূর্বে Key Performance Indicator (KPI) কত ছিল (%)?

১১। Action Plan বাস্তবায়নের পর KPI কত হয়েছে (%) ?

১২। TQM কোর্স করার পর আপনার কর্মক্ষেত্রে কোন পরিবর্তন হয়েছে কি?

হ্যাঁ ☐ না ☐

১৩। পরিবর্তন হয়ে থাকলে কোন ধরনের পরিবর্তন হয়েছে?

১৪। Action Plan বাস্তবায়ন অব্যাহত রাখার সর্বোত্তম উপায় কি কি?

ক)

খ)

গ)

১৫। TQM কোর্সের আলোকে জনসেবার মান উন্নয়নের ২/৩ টি Indicator উল্লেখ করুন।

ক)

খ)

গ)

১৬। TQM রিফ্রেসার কোর্সে অংশগ্রহণ করেছেন কি?

হ্যাঁ ☐ না ☐

১৭। TQM কোর্স করার জন্য সহকর্মীদের জন্য কোন সুপারিশ করেন কি?

হ্যাঁ ☐ না ☐

১৮। TQM কোর্সে আর কি কি বিষয় অন্তর্ভুক্ত করা যায়?

১৯। সংশ্লিষ্ট উর্ধ্বতন কর্মকর্তাগণকে কিভাবে TQM কার্যকলাপে সম্পৃক্ত করা যায়?

২০। বাংলাদেশের জন্য প্রশাসনে TQM এর প্রয়োগ করা সমীচীন কি না?

হ্যাঁ ☐ না ☐

আপনাকে অনেক ধন্যবাদ।

স্বাক্ষর (প্রতীক)

বাংলাদেশ লোক প্রশাসন প্রশিক্ষণ কেন্দ্র সাভার, ঢাকা।

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১। নামঃ

২। পদবীঃ

৩। কর্মস্থলঃ

৪। শিক্ষাগত যোগ্যতা : এইচএসসি স্নাতক স্নাতকোত্তর
এমফিল পিএইচডি অন্যান্য

৫। দাপ্তরিক দায়িত্ব পালন করতে যেয়ে কোন অসুবিধার সম্মুখীন হন কি?

হ্যাঁ না

৬। উত্তর হ্যাঁ হলে উল্লেখযোগ্য কয়েকটি অসুবিধা উল্লেখ করুন।

ক)

খ)

গ)

৭। আপনার মতে এসব অসুবিধা উত্তরণে প্রশিক্ষণের ভূমিকা আছে কি না?

হ্যাঁ না

৮। টোটাল কোয়ালিটি ম্যানেজমেন্ট (TQM) সম্পর্কে আপনার ধারণা কি?

৯। আপনার অধীনস্থ কোন কর্মকর্তা TQM কোর্স সম্পন্ন করেছেন কি না ?

হ্যাঁ ☐ না ☐

১০। উত্তর হ্যাঁ হলে TQM কোর্স করার পর ঐ কর্মকর্তার মধ্যে কোন পরিবর্তন লক্ষ্য করেছেন কি? হ্যাঁ হলে কি ধরনের পরিবর্তন লক্ষ্য করেছেন?

১১। আপনি কি আপনার অধীনস্থ আর কোন কর্মকর্তাকে TQM কোর্স করার জন্য কোন সুপারিশ করেন?

হ্যাঁ ☐ না ☐

১২। জনপ্রশাসনে TQM পদ্ধতি কতটুকু গুরুত্বপূর্ণ বলে মনে করেন এবং কেন?

আপনাকে অনেক ধন্যবাদ।

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১. নামঃ

২. নারী/পুরুষঃ

৩. পিতা/ স্বামীর নামঃ

৪. মাতার নামঃ

৫. পেশাঃ

৬. বার্ষিক আয়ঃ

৭. ঠিকানাঃ

(ক) বর্তমানঃ গ্রাম/মহল্লা-

ডাক-

উপজেলা-

জেলা-

(খ) স্থায়ীঃ গ্রাম/মহল্লা-

ডাক-

উপজেলা-

জেলা-

৮. সম্ভ্রতি উপজেলার কোন অফিস থেকে আপনি কোন সরকারী সেবা গ্রহন করেছেন কি-না?

হ্যাঁ ☐ না ☐

করলে কোন অফিস থেকে তা গ্রহন করেছেনঃ

অফিসের নামঃ

৯. উত্তর হ্যাঁ হলে উক্ত অফিস থেকে আপনি কি সেবা গ্রহন করেছেন?

১০. এ সেবা পেতে কতদিন সময় লেগেছে?

-----দিন/মাস/বৎসর

১১. উপজেলার সংশ্লিষ্ট অফিস থেকে সেবা গ্রহন করতে গিয়ে কোন অসুবিধায় পড়ছেন কি না?

হ্যাঁ ☐ না ☐

১২. অসুবিধায় পড়লে কি ধরনের অসুবিধায় পড়ছেন?

১৩. সেবা প্রদানকারী কর্মকর্তার আচরণ নিয়ে আপনি কি সন্তুষ্ট? হ্যাঁ ☐ না ☐

১৪. সেবা গ্রহণের ক্ষেত্রে আগের চেয়ে এখন সেবা প্রদানকারী কর্মকর্তার মধ্যে আপনি কোন পরিবর্তন অনুভব করেছেন কি-না? হ্যাঁ ☐ না ☐

১৫. পরিবর্তন অনুভব করলে তা কি ধরনের? ভাল ☐ ভাল নয় ☐

১৬. টোটাল কোয়ালিটি ম্যানেজমেন্ট সম্পর্কে আপনি কিছু জানেন কি না? হ্যাঁ ☐ না ☐
হ্যাঁ হলে কি জানেন?

১৭. আপনি সরকারী অফিসগুলো থেকে কি ধরনের সেবা প্রত্যাশা করেন?

আপনাকে অনেক ধন্যবাদ।

স্বাক্ষর (ঐচ্ছিক)