

**TOTAL QUALITY MANAGEMENT (TQM) PRACTICES  
AND JOB PERFORMANCE IN PUBLIC SERVICE: A STUDY  
OF ALVAN IKOKU FEDERAL COLLEGE OF EDUCATION,  
OWERRI, NIGERIA**

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**ABSTRACT:** The importance of total quality management practices cannot be over-emphasized in the contemporary public service in Nigeria due to ever-increasing demand for improvement in the quality of service rendered by organizations. Most of the public service institutions in Nigeria are characterized by lack of customer focus and poor attitude of management towards relevant staff quality training and development - a situation that has adversely affected the quality of service rendered by the public sector organizations. This study examined the impact of total quality management practices on job performance in public service focusing on Alvan Ikoku Federal College of Education, Owerri. The specific aims of the study are to examine whether total quality management practice affects job performance in the public service; to determine if total quality management customer focus practice can affect job performance in public service, and if total quality training and development practice affects job performance in the public service. Three hypotheses stated in both null and alternative were formulated to guide the study. Descriptive research design was adopted while quantitative primary data was collected from both the academic and non-academic staff of our focus organization, with the total population of 400 using total quality management practice appraisal questionnaire (TQMPAQ) structured using Likert format. Sequential multiple regression analysis was employed. The goal setting theory and motivation and job satisfaction theory were used to explicate the phenomenon under study. The findings show, amongst others, that there is a significant relationship between total quality management practice and job performance in public service. The study recommends, amongst others, that the management of public sector organizations should show genuine commitment to the effective implementation of total quality management practices in their organizations in order to realize the expected level of job performances.

**Keywords:** Total quality management, Job performance, Public sector, Staff training, Goal setting theory, Motivation and Job satisfaction.

### **Introduction**

The need to ensure competitive advantage among organizations in recent times caused by the demands of globalization has no doubt made organizations to redirect their effort towards achieving quality in all their activities. Practices that will satisfy the ever-increasing expectations of their clients have now become the priority.

At the global level, quality has developed as a most competitive weapon for organizations to survive in the competition and succeed in their respective industries (Sathishkumar and Karthikeyan 2014:1). Many countries and organizations around the world in their effort to be flexible, effective and efficient in gaining the competitive advantage in business environment have begun to recognize and understand the benefits and importance of quality revolution in terms of total quality management (TQM). The 1990s have witnessed spreading of the quality revolution to private and public service organizations from its cradle in manufacturing organizations (Jamal and Hassan 2015:8).

During the recent decades raising quality to a strategic level has become an essential condition of successful operation in every field of the economy. No production or service organization can avoid applying quality management tools and methods on a system level. These systems have developed parallel with the change of the concept of quality and partly this change may have forced the evolution and application of various quality approaches and systems (Topar, 2007).

Similarly, Lemieux cited in Karia, Hasmi & Asaari (2006:30) expressed thus:

*Total Quality Management (TQM) is a business management approach that gained greater popularity in the private sector in the United States beginning in the early 1980s, Total Quality Management (TQM) is essentially a management philosophy and it has become the preferred approach for improving quality and productivity in organizations. Various terminologies have been used to describe the general concept of TQM. These include total quality control, total quality leadership, total quality improvement program, continuous quality improvement and total quality service.*

Total quality management has been practiced in diverse manufacturing industries and now there is a growing interest in the service sector, even from non-profit organizations (Nwabueze cited in <https://www.project-clue.com>) Nowadays, the efficient use of quality management systems and methods is becoming an important requirement in the institutions operating in the field of public service (Topar, 2007:75).

TQM has gradually spread from the manufacturing to the service sector and most recently into the public sector. In this environment, TQM is commonly used to implement quality management (QM) strategies related to state founded education and human resources, although it has other applications within government in terms of infrastructures (roads, sewage treatments, and water provision), the ministry and law enforcement (Abdulaziz 2014). According to Mary & Marilyn (1996:51) Many US Companies have redirected their company philosophy through the adoption of Total Quality Management (TQM) techniques. TQM has been utilized in the private sector since the mid-1980s to help struggling US Companies recover their profitability. Many governmental agencies have recently decided to implement TQM in their organizations, with hopes that it will have the same effect as it has

had in the private sector. The idea of applying TQM principles in the government has resulted because of the overall shift in business philosophy to focusing on customer needs.

No doubt, competition has become more challenging today than ever before while customer expectations of service quality are higher than ever too. To ensure high quality of service to the customers, organizations are adopting management strategies that will help ensure improved performance level. Quality has emerged to be the key component and critical factor.

In response to increase global pressures-customers demanding superior quality of products and services, the global marketplace has become very competitive; many organizations have adopted practices such as Quality Management and standardized approaches. Different scholars have demonstrated that experts in organizational management can employ TQM in any area of the economy either public or private (Dean and Brown 1994).

As noted by Hoang, Igel, and Laosirihongthong (cited in Abdulaziz 2014:133) there are similarities in terms of the elements of TQM. They all agree for example on the importance of the six factors-customer satisfaction, cost reduction, leadership and top management commitment, training and education, team work, and organizational culture and they all accord equal importance to each other.

However, most scholars who have investigated the impact of Total Quality Management Practices (TQMPs) on job performance have only focused attention on TQMPs as a singular construct. They have failed to examine the individual elements of TQMPs noted by Hoang et al (2010) as regards to job performance level of workers. It is on the basis of the foregoing that this study sets to examine the impact of Total Quality Management Practices (TQMPs) on job performance in the public service of Nigeria: a study of Alvan Ikoku Federal College of Education, Owerri.

### **Statement of the Problem**

Observations have shown that many organizations in the public sector of Nigeria have been suffering from ineffectiveness, redundancy and unproductivity caused majorly by the inability of the management to subject its services and processes to the rigours of total quality management practices.

In most cases the idea of neglecting total quality management practice in public service has given rise to the avoidance of quality training programmes for the public servants as well as poor regard and negligence of customer focus, satisfaction and feedback in majority of government owned institutions. This problem to a reasonable extent has affected the job performance level of the workers in the public sector unlike their counterparts in the private sector.

Though, the Nigerian Public Service has grown significantly in the past two or three decades, yet people who receive services from these organizations (i.e. the customers) still

complain of poor quality service delivery. The issues of long queue, poor attitude of public servants towards their customers, poor communication, low level of creativity and skills among the employees etc. are still on the increase.

The problem of poor quality service delivery in Nigerian public service is rather tremendous. Total quality management practices are not yet given a pride of place. The top management in these organizations do not have the much needed flair to ensure its effective implementation. Many have remained sceptical about the workability of the principle of total quality management practices in improving public service delivery. This situation has adversely affected the job performance level of the employees in these organizations.

In Alvan Ikoku Federal College of Education, Owerri, problems of ineffective customer satisfaction as well as irregular quality training and development programmes for the staff are still prevalent. Observations rather show that the students of this institution suffer poor quality service delivery from the College. For instance situations abound where the students have to stay in queue for so long before they can obtain certain services while others who graduate from the College especially the NCE students have to stay for years before they can receive their results for further studies or even to join labour market. The staff on the other hand do not get regular quality management training and development programmes from management needed to assist sharpen their skills and capabilities to meet the numerous expectations of the students. The issue of poor students/staff relationship have equally posed a serious communication gap which affects the quality services received from the College.

More so, up till present, studies on total quality management are often a site of confusion and controversy marked by tensions. In total consideration of the above problems the researcher sets to examine the impact of total quality management practices (TQMPs) on job performance in public service in Nigeria with a particular reference to Alvan Ikoku Federal College of Education, Owerri, Imo State.

### **Objectives of the Study**

The study aims as follows:

1. To determine whether total quality management (TQM) practices affect job performance in public service.
2. To determine if TQM customer focus practice can affect job performance in public service.
3. To find out if TQM training and development practice affects job performance in public service.

### **Research Questions**

The following research questions were raised to guide the study objectives:

- 1) Does total quality management (TQM) practice affects job performance in public service?
- 2) Does total quality management (TQM) customer focus practice affects job performance in public service?
- 3) Does total quality management (TQM) training and development practice affects job performance in public service?

### **Research Hypotheses**

The following hypotheses will set the trajectory of the study:

1. Ho: There is no significant relationship between total quality management practices and job performance in public service.

H<sub>1</sub>: There is significant relationship between total quality management practices and job performance in public service.

2. Ho: There is no significant relationship between total quality management customer focus practice and job performance in public service.

H<sub>1</sub>: There is significant relationship between total quality management customer focus practice and job performance in public service.

3. Ho: There is no significant relationship between total quality management training and development practice and job performance in public service.

H<sub>1</sub>: There is significant relationship between total quality management training and development practice and job performance in public service.

### **Significance of the Study**

This study is significant in the following ways:

1. It will assist managers in public organizations to appreciate the importance of total quality management practice in realizing individual and corporate objectives.
2. It will help the public sector customers to appreciate organizational efforts towards meeting their numerous demands and expectations in quality service delivery.
3. It will assist the employees to better understand the importance of total quality management practices in attracting and retaining organizational customers.

### **Scope of the Study**

The scope of this study is restricted to Alvan Ikoku Federal College of Education Owerri, Imo State. It is delimited to the impact of total quality management practices on the job performance of the reference organization. The study did not consider all the elements of

total quality management practices rather emphasis was on customer satisfaction (focus) and training and development quality management practices due to time constraint.

Alvan Ikoku Federal College of Education, Owerri was selected for this study because it is a public service institution with a quality assurance unit aimed at ensuring quality service delivery to its customers (i.e. the students). This is against the plethora of literature on total quality management practices that focus on private sector organizations. Again, the institution under study among others especially in Imo State has suffered more student/management crisis in recent times. The institution also has one of the largest number of students and staff compared to other Colleges of Education in Nigeria.

### **Theoretical Clarifications**

The study considered the two theories and they are considered appropriate for this study because among other theories of motivation and organizational behaviour they are more suitable for explaining the phenomenon under investigation.

### **Goal-setting Theory**

This theory was propounded by Edwin Locke (1968). According to Onah (2015:303-304) the theory suggests that employees can be motivated by goals that are specific and challenging but achievable. Setting goals that are challenging will impel people to focus their attention in the right place and apply more efforts or inputs towards their job in other words, motivate them towards higher performance. To Locke and Lathan (cited in Onah 2015:303) it is useful for people to set and strive for goals, however the goal-setting process is useful only if people understand and accept the goals.

By implication, meeting the goal of students satisfaction in quality service is one of the most critical goal attainment facing the staff of Alvan Ikoku Federal College of Education, Owerri. Due to the fact that the staff of the institution have accepted and understood the goal of ensuring quality standard in the delivery of their services, frantic efforts have been exerted in realizing this specific difficult task. As a result, higher level of job performance is recorded among staff.

Despite how challenging and difficult it is to provide quality service to the students in recent times, the staff of Alvan Ikoku Federal College of Education, Owerri is rather motivated and greatly spurred to higher job performance. Their goal-based orientation of giving their students quality and standard functional education has remained a sine-quo-non to improvement in the job performance of the workers.

### **Motivation and Job Satisfaction Theory**

The theory of motivation and job satisfaction was advanced by Herzberg et al (1959). Ali, Hassan and Ibrahim (2013:393) asserted that this theory explains the factors involved in motivation and job satisfaction such as achievement, recognition, work itself, responsibility

and advancement. Job satisfaction by the employees is a motivational factor that will enhance both the individual goal attainment and that of an organization at large.

By implication, the employees of Alvan Ikoku Federal College of Education strive for excellence in the quality of their services to the students because they feel satisfied with their job therefore continually crave for achievement, recognition, more responsibility and advancement leading to improved job performance.

The practice of maintaining quality in service delivery has remained a motivational factor among the employees of Alvan Ikoku Federal College of Education. The acceptance of the nature of their job keeps assisting them in their bid to improve job performance within the organization. The increased level of achievement, recognition, responsibility and advancement given to the workers of this organization by its management are sources of job motivation and satisfaction to them.

### **Review of Related Literature**

By aiming to fill some research gaps, the following variables of interest were reviewed: Impact of total quality management practices (TQMPs) on job performance in public service; Impact of total quality management customer focus practice on job performance in public service; Impact of total quality management training and development on job performance in public service and conceptual clarifications.

### **Impact of Total Quality Management Practices (TQMPS) on Job Performance in Public Service**

In the dynamic changing world environment that is now influenced by globalization, organizations are seriously paying more attention on how they can develop, adapt and optimize management practices to enhance job performance in order to realize their corporate goals and objectives.

Sequel to this, modern organizations are driven by the philosophy and principle of total quality management practices, the management approach and convenient strategy which is seen as a key element for organizational success, public service institutions inclusive. The previous works of scholars in the related areas of study demonstrate that institutions have improved their performance by adopting total quality management practices.

Many organizations are undergoing radical transformation aimed at enhancing their ability to react proactively and efficiently to customer requirements in quality service, innovation, speed and price...the contribution of TQM as a key factor for organization's success has been well recognized. Many organizations around the world have been applying quality management standards to stay competitive and to be able to respond to globalization (Hilda and Anis 2017:118).

TQM begins with the primary assumption that employees in organizations must cooperate with each other in order to achieve quality for the needs of customers. TQM is an effort that involves every organization in the industry in the effort to improve performance. It permeates every aspect of a company and makes quality a strategic object. TQM is achieved through an integrated effort among personnel of all levels to increase customer satisfaction by continuously improving performance (<http://pubs.sciepub.com/ajie/1/3/21>).

Although impact of TQM practices has been found to improve the organizational performance, the management literature has over-looked on the effort of individual level or in form of group outcomes (Anum, Ammar, Baslin & Muhammad, 2016). Impact of total quality management (TQM) practices also called high involvement, high commitment or high performance work practices have been a discussion topic within academy and industry for decades. Interest lies in the fact that there appear to impact positively on performance (Huselied in Annum *et al.*, 2016). Impacts of TQM practices have been steadily introduced on the assumption that they are positive to organizational performance (Boselie *et al.* in Annum, Amar, Baslin & Muhammad, 2016).

Productivity and total quality management (TQM) are an integrated organizational effort designed to improve quality at every level. However, the philosophy of productivity and total quality management, its impact on life are tangible and encourages workforce activities (Ogana & Dike, 2015: 481-482).

Total quality management practices exercise their positive impact by (i) ensuring and enhancing the competences of employees (ii) by tapping their motivation and commitment (iii) by designing work to encourage the fullest contribution from employees. Positive employee behaviour should in turn impact upon establishment level outcomes such as low absence, wastages as well as high quality productivity (Guest in Ogana & Dike, 2015:485).

According to Ogana and Dike (2015:487) organizations can improve quality and productivity by securing the commitments of all three levels of management and employees as follows:

- a) Top-level management- Implement sound management practices, use research and development effectively, adopt modern manufacturing techniques and improve time management.
- b) Middle management – plan and coordinate quality and productivity efforts.
- c) Low-level management - work with employee to improve productivity through acceptance of change, commitment to quality and continually improving all facets of their work.

Total quality management (TQM) continuous to be promoted by governments across the world and forms part of the improvement strategies for many public organizations. George and Richard (2012:111). Total quality management practices in public sector organizations is not as new as many would think, instead its applicability had been from time immemorial. Most ancient Kings had used it in the administration of their kingdoms.

To Abdulaziz (2014:12) some scholars who are interested in the quality of products have traced the origins of TQM to thousands of years ago. Dennis in Abdulaziz (2014:126), for example has explored the quality issue by going back to 1700BC where King Hammurabi ruled the Babylonian Kingdom and made a very strong ruling on product quality and liability in the construction sector by stating “if a builder constructed a building then it falls into pieces and the owner is killed then the builder shall also received the death penalty. If the children of the owner are killed then the builders children shall also die”

It is suggested that interest in TQM increased somewhat during the Second World War as the result of the need to concentrate on improving production of goods to power the military that needed not only weapons and ammunitions for their soldiers but also supplies such as uniforms, food, and pharmacological items. (BPIR cited in Abdulaziz, 2014:127)

Others with an interest in quality in the service sections consider the history of TQM development by referring to the United States Department of Defense and its adoption of TQM principles for use in the military (Ahmad and Kimberly in Abdulaziz 2014:127)

In this respect, the idea of TQM was formally introduced in 1988 to improve the overall efficiency of military defense in the US within approved financial limits. Later, during that same year, TQM became an issue of prime importance when the undersecretary of Defence approved its use for government projects. Other federal agencies within the US began adopting TQM practices during the mid-1980s, leading to the formal introduction of TQM practices in 1988. This is generally recognized as an accepted way to introduce TQM principles as a part of any organization that is considering improving its efficiency for reasons of competition from other sources, improved customer satisfaction or just to be economically viable (Hyde in Abdulaziz, 2014:128)

Kakuro (2004) argues that one of the main reasons why TQM practices have enjoyed so much success in Japan is that Deming, Crosby, Feigenbaum, Juran and Ishikawa, all created models of quality control process that approach the issue from a scientific perspective. Ultimately this was applied to other organizational sector, knowledge sector and public sector which have all been successful to some extent in achieving improvements through the use of TQM practices in recent years.

A second reason is offered by Moura-E-sa and Abrunhosa (in Abdulaziz, 2014) who suggest that it is TQM’s successful application in manufacturing that has encouraged managers in other sectors to experiment with the philosophy. Swiss (cited in Shand 2004:186) suggested that one of the main reasons why TQM has gained currency throughout the public sector is that many areas within this sector have increasingly followed popular business models in terms of their administrative functions and hierarchy thus making public sector organizations more similar to business than they have been in the past.

A central argument for adopting TQM within the public sector is that it is the responsibility of good government to operate in an efficient and effective manner (HO and Shih in Abdulaziz 2014:138). This entails reducing costs without denying taxpayers the services

they require for example, crime prevention, well-maintained roads, and access to schools and hospitals (Abdulaziz, 2014:138).

Further, Abdulaziz (2014:138) stressed that clearly, the public sector does present a different scenario from the traditional business environment with which TQM was initially associated. Fernandez and Ratney in Abdulaziz (2014:138) argue that:

*Several critical factors must be addressed if TQM practices are to succeed in public organizations. Firstly, the organization must have a genuine need for implementing TQM practices, secondly, it must create a plan for implementing TQM. Thirdly, it must have support from internal customers, fourthly, management must support and understand TQM changes, fifthly, the organization must have the support of external customers and stakeholders. Sixthly, the organization must have both the financial and technological resources to implement TQM. A seventh requirement is that it must actually implement the change; and the eighth requirement is that the organization must complete more extensive changes in terms of quality. To them still, the main argument for this sequence of steps being appropriate and indeed necessary for the implementation of TQM in the public sector, is that it outlines a plan that will help public sector officials and internal customers to understand what TQM is and how it works, thereby making it a more effective method of QM for the organization involved.*

Abdulaziz (2014:138) noted that there are several public sector areas beyond the government itself in which TQM has been successfully adapted to fit the needs of the public sector. These include education, the military and the police force. Militaries throughout the world have adapted TQM in order to create their own QM programs, specific examples being the US Army and US Air Force, both of which have their own TQM-based initiatives.

Fundamentally, the ability of a government to legitimately tax and govern people is premised on its capacity to deliver a range of services required by its population which no other player will provide. In other words, government owes its existence and its legitimacy to the fact that there are services in which the possibility of market failure is great (Olowu 2008:123). The goods and services that are usually provided by government are known as public goods. This category of goods and services require exclusion, jointness of use or consumption, and not easily divisible. They are usually consumed jointly and simultaneously by a large number of people and difficult to exclude people who do not or cannot pay.

By its nature, public service and its service delivery in Nigeria has variously been described as chaotic, epileptic, unsatisfactory, shoddy, deplorable, inflexible, non-cost effective and so

on and has been characterized by such negative attitude and traits as insensitivity towards customers and their complaints, lateness, absenteeism, needless delay and red-tape *et al.*, pism, palpable negligence, inexcusable incompetence, unbridled corruption, favouritism, lacklustre performance and general lackadaisical attitude to work (Okon in Oyedele, 2015).

The original philosophy of public service right from inception was service in the interest of the people. Regrettably, the operators of public service in the former Colonies of Africa deviated from this original philosophy to the detriments of these colonies, Nigeria inclusive. So, at independence in 1960, the Nigerian public service had been characterized by corruption, ineptitude, lack of productivity, ineffectiveness and inefficiency. The search on how to remedy this ugly situation that had bedevilled the Nigerian public service for years had given rise to the demand for the adoption of quality management practices in public sector institutions in the country.

According to Obikeze (2011:71) the philosophy behind public service originated from the struggles of people who believed that the people especially the weak in the society would benefit if the government worked in the interest of the people. Gradually, reforms took place and rules, regulations and laws were made to ensure that those in public service actually operated in the interest of the people. This service to people demanded commitment, patriotism, love, mutual respect and involvement in the affairs of the people.

He further stressed that with independence in 1960, the situation shifted from fighting the Whiteman to using the public service to curry sectional interest, personal aggrandizement and primitive acquisition. Since independence public service has been seen as the easiest means of enriching oneself, empowering cronies and rewarding friends while the collective and mutual or corporate matters have remained unattended to...any causal reflection on any public institution in Nigeria depicts corruption, ineptitude, lack of productivity, embezzlement ineffectiveness, inefficiency and near collapse. This is because the basic philosophy of commitment, patriotism, and service above self has been replaced with greed, avarice, high appetite for acquisition and insensitivity.

Oyedele (2015:35) opined that:

*In view of the critical importance of public service delivery to the citizens of any country, the need for effective delivery of these categories of services cannot be over-stressed. This is why public service delivery should also be accessible, high in quality and be effectively delivered. The government is therefore faced with the challenge of providing basic public services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner. However, over the years, public service failure or ineffective delivery of such services has always been the order of the day in developing countries of the world.*

This has also become the concern of many of these countries today. In order to effectively address this challenge, it has become imperative for governments to adopt strategies that will increase citizen participation in decision making on how public services are provided (Olowu, 2008:124).

However, the relevance of the applicability of TQM in public service does not enjoy a wide acceptability among scholars, considering the challenges in its implementation. According to Bowman and Hellein (in Shand, 2004:185), a majority of state government as well as federal agencies had adopted TQM in at least some of their functions. But in the face of widespread challenges in implementing quality programs in public agencies, there began to emerge a growing consensus that it was not suitable for general adaption to government.

In the view of Frost-Kumpf (cited in Shand, 2004:185) Many authors who write about TQM and its potential for application in the public sector too frequently describe a system that promises too much and ultimately delivers too little. The orthodox TQM must be modified substantially in order for it to be useful in the public sector environment...the government environment with its political culture and the unmet needs of a virtually unlimited supply of customers creates real challenges for the TQM Rago (in Shand, 2004:186).

Swiss cited in Shand (2004:186) believes that TQM can have a useful role in government, but only if it is substantially modified to fit the public sector's unique characteristics. To Shand (2004:187) some benefits or advantages in adopting TQM in government have been suggested such as producing better and more goods and services with the same or fewer resources, motivating and empowering employees, developing strong leadership among senior management, reducing Layers of organizational hierarchy competing more effectively against privatization threats helping organizations achieve goals and objectives meeting customer expectations. He further added that each of these advantages is related and broadly overlaps in application. According to Shand (2004), opinions vary among observers which advantages are most significant in the public sector. To Cohen and Brand cited in Shand (2004:187) the most important reason for public sector organizations to adopt TQM is to further efforts in accomplishing organizational goals and objectives, thus improving odds of organizational survival. The adaptation of TQM in the public service sector is entirely consistent with government's move to make administration more efficient, more powerful, sleeker and more citizen-oriented. In real public organizational life, these efforts reflect New Public Management's (NPM) far reaching changes in the organizational development. Scharitzer and Korunka in Shand (2004).

Quality Management Practices (QMPs) have been proposed to improve organizational performance and have received substantial attention in recent researches (Ali & Abedalfattah, 2013:93). Organizations that adopt a quality management strategy focus on achieving and sustaining a high quality outputs using management practices as the inputs and quality performance as the outputs (Flynn, Schroeder & Sakakibara cited in Ali & Abedalfattah 2013:93).

Total quality management is a holistic quality improvement approach to firms for the purpose of improving performance in terms of quality and innovation for the last two decades. Organizations which are used to TQM generate many benefits such as higher quality products, more satisfied customers, improved financial, quality and innovation performances and in addition to these improved employee satisfaction. Moreover, if TQM is implemented successfully, it provides a competitive advantage as well (Cemal, Oznur, Songul & Busra 2012:273).

The failure of government productivity efforts to improve the quality of public service has prompted calls for the complete overhaul of management procedures. Increasingly, elected and appointed officials recognize that productivity enhancement efforts alone do not lead to improved service quality. Past government efforts have proven to be ineffective in motivating employees to continually improve quality. Total quality management (TQM) is a theory-based option that allows public managers to reward truly exceptional individual performance, yet increase the capacity for agency wide cooperation and process improvement. The current interest in applying TQM techniques to public service provides a promising model for launching a total quality management (TQM) improvement strategy for the American public sector at all levels. (Michael <http://online.library.wiley.com/doi/10.1002/npr.4040100208/abstract>).

Total quality management is an inseparable aspect of every employee's performance and responsibility. Total quality management emphasizes new improved methods of doing things, and everyone in the organization must embrace change and management must be willing to manage it successfully. All levels of management must be ready to accept and analyze suggestions for quality improvement from those below them (Chukwu, Raph, and Emeka, 2016:191).

### **Impact of Total Quality Management Customer Focus Practice on Job Performance In Public Service**

The customer has remained one of the most important stakeholders in the realization of corporate goals and objectives of modern organizations be it the private or public organization. This gives rise to the pivotal need for organizational focus on its customers. The management strategies and principles have been shifted towards how best the customers can be satisfied and by extension retained especially in the public sector organizations. In an attempt to describe a customer, Mahatima Gandhi, a former prime minister of India cited in Njoku (2011:14) stressed that a customer is the most important visitor in our premises, he is not dependent on us, we are dependent on him, he is not an interruption on our work, he is the purpose of it, he is a part of it, we are not doing him a favour by serving him, he is doing us a favor by giving us an opportunity to do so.

In general, the essence of business, no matter the nature is customer satisfaction. (Oguguo, 2008:6). Every effort in organization must lead to satisfy customer needs as in a competitive environment, the satisfying of customers needs is not only the main condition for the

survival of any organization but also a prerequisite for long term success (Satanova, 2000. <http://www.freepatensonhine.com/article/Annals-DAAM-Proceedings/24601391.html>).

Customer focus is one of the fundamental principles of quality management; on these principles are based international standards for quality management system but also the concept of total quality management (TQM). The realization of this principle according to ISO 9,000 means that the organizations depend on their customers and therefore should understand their current and future needs, should meet customers' requirements and strive to exceed their expectations (<http://www.freeptentionline.com/article/Annals.DAAAMproceedings/24601391.html>)

The ultimate outcome of customer focus and satisfaction is to achieve profit in the private sector and productivity in the public or non-profit sector (<http://totalqualitymanagement.wordpress.com/2008/09/12/customer-focus-and-satisfaction>). Overall customer satisfaction should be more fundamental indicator of an organization's performance due to its links to behavioral and economic consequences beneficial to the organization (Anderson *et al.*, 1994 in Eugene, Fornell & Roland, 1997:130).

The organization that achieves superior levels of customer satisfaction needs to devote fewer resources to handling returns, rework, warranties and complaint management, thus lowering costs and improving productivity (Grosby 1979, Deming 1982 & Jural, 1988 cited in Eugene, Fornell & Roland, 1997:131).

Within the literature, the practice of customer focus has been identified as pivotal for any organization seeking to reach a level of sustainable performance (Cai 2009, Mokhtar 2013 cited in Zulnaidi (2014:267). Heskett, Jones, Loveman, Sasser and Schlesinger in Bryan and Israel (2004) establish a framework in which internal service quality derives employees satisfaction which inturn derives employee performance that generated quality service. Quality service derives customer satisfaction that leads to customer retention and profits. Anderson in Ali and Abedalfattah (2013) defined customer satisfaction as the degree to which an organization customers continually perceive that their needs are being met by the organization products and services.

According to Davood, Hossein, Mohammad and Arshad (2013:47) prior studies suggest that TQM strategy that focuses on increasing customer levels of satisfaction does have a significant and positive impact on performance...TQM is achieved through an integrated effort among personnel at all levels to increase customer satisfaction by continuously improving performance.

Quality management plays an essential role within organizations who strive to meet the expectations of their customers and to continuously improve their processes and products. There are principles that are laid out in the ISO 900 standard and increasingly followed by the leadership and management to help them implement quality management throughout their organizations. The definition of the principles of quality management is as follows "A quality management principle is a comprehensive and fundamental rule/belief, for leading

and operating an organization aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all other stakeholders (<https://www.lennoxhill.co.uk/blog/eight-principles-of-quality-management>).

According to Fornell in Alamutu *et al* (2012:161) a key motivation for the growing emphasis on customer satisfaction is that high customer satisfaction leads to a stronger competitive position. Clearly, external customer satisfaction is important in order to achieve TQM goals but without employees' contributions and loyalty to the organization such quality goals are unlikely to be met and overall quality aims are highly likely to fail. This approach to the process places emphasis on external customer approval for the product/service, recognizing that such external approval may only be achieved by transforming the motivation of the workforce to achieve these TQM objectives (Abdulaziz, 2014).

According to Clark et al (2009), Kim et al (2009) in Abomalch and Ibrahim (2014:17) studies showed that management commitment to service quality will help employees to understand their service roles and eventually leads to high job satisfaction and positive employees' service behaviours toward their customers.

According to Unruh in Ndubuisi (2012) customers needs and values should influence every aspect of the organization strategy, employee staffing and performance. To attract and retain customers with different buying habits and career expectations, organizations have to be more flexible in structuring work and its expectations. It calls for a different managerial mindset and practices that involve letting go of old ways of controlling workers' time and attendance in favour of result criteria such as output, productivity and quality...employees at that were paying more attention to the customer and serving them with satisfied and happy mood (Ali, Halsan, Ibrahim 2013).

To yield highly satisfied and loyal customers, organizations throughout the world are striving to produce products and services of superior quality. Ogbari and Borishade (2015) in their study in Malaysian public service sector finds that there is a strong and positive association between total quality management and customer satisfaction and by extension improvement in job performance.

According to United States Office of Personnel Management (1997) on September 7, 1993, President Clinton set the Federal Government on the path to high quality customer service by issuing Executive order 12862 "setting customer service standards". Through this order the president has set goal for federal agencies to deliver customer service that equals the best in business. Agency response to the President's order is described in putting customers first.

Further, on March 22, 1995, the President again focused attention on improving customer service when he issued a memorandum for heads of executive departments and agencies that addressed the second phase of reinventing government. In that memo, he advises agencies to integrate customer service measures with other performance initiatives and to align employee appraisal and recognition programs with a customer focus.

A concern about the quality of service to its customers is not new in the Government. The statute that sets forth requirements for employee performance appraisal at section 4302 (b) of title 5, United States Code, specifically mentions “the extent of courtesy demonstrated to the public” as a possible criterion for evaluating job performance. So when goals are customer-focused, employee thoughts and actions are centered on customer satisfaction, effort is expended to satisfy customers, and employees will continue to strive to please customers when the goal is challenging and they have agreed to the goal.

### **Impact of Total Quality Management Training and Development on Job Performance in Public Service**

Recently, important changes in organizational competitive edge have been putting strong pressures on continuous improvement needs, accelerating breakthrough in quality management issues. As a result, many organizations have embraced total quality management as the management philosophy for executing their strategic planning. These quality management practices clearly defined the role and responsibility of entire organizational system which support the employees to understand the purpose of their contribution and benefits achieved from it. Effectiveness of quality management (QM) practices enables the commitment and engagement of every career and organizational performance (Sathishkumar & Karthikeyan, 2014).

Further Sathishkumar and Karthikeyan (2014:3) stated as follows:

*Most of organizations do not have clear talent acquisition strategies and employee retention strategies. Effective recruitments, selection and orientation programs are the first building blocks laid for initiating the process of quality to acquire the necessary talents required for a particular process... The newly hired employees should be trained well with organizational process quality and job oriented career linkage focusing in their organizational mission, values and goals. Quality management practices clearly defines every process of talent acquisition in their quality policy to justify how a particular employee is suitable for a specific job roles and responsibility.*

According to Goldberg in Sathishkumar and Kathikeyan (2014:4) two-third of employees have a contemporary view of career success. In this contemporary view, employees define career success as having a job that is challenging and that they are passionate about. Employees also want a job that makes full use of their skills, gives them opportunities for continuous learning and enables them to make an impact on the organization they serve. In addition, employees consider the alignment of personnel and company goals an important element of career success. Quality management practices are well known as continuous improvement technique which adopts organization to implement career oriented goals for the development of organizational and individual performance.

Quality management practice plays a key role in employee career growth by continuous training. Nowadays, every organization allocates a reasonable contribution for the employee development based on their merit of work and skill requirement which in turn benefits both organizational and individual performance (Sathishkumar & Karthikeyan, 2014).

The adoption of quality management practices has long been associated with an increase in the provision of employee training. The founders of quality practice in manufacturing organizations emphasized the importance of employee development, education and training for the improvement of quality performance and organizations seeking to implement quality management have consistently found it necessary to improve their training effort. (Deming, Ishikawa cited in Richard, Mile & Samson, 2002:2).

Firms pursuing a quality strategy have found it necessary to invest in human capital enhancing activities such as training in order to enhance performance improvement in productivity and customer satisfaction. (Youndt, Snell, Dean & Lepak cited in Richard, Mile & Samson, 2002:2). Employees require some training in order to manage the enlargement of their work role following the delegation of responsibilities for quality, they also require some training in non-technical skills to be able to participate in quality improvement activities and they need a broader range of skills in order to flexibly respond to changing customer and market requirement (Shonberger in Richard, Mile & Samson 2002:2).

Training, when used to support quality management practices should contribute to the effectiveness of the quality management system. Training should enhance the integrity of these systems, rather than merely raise the general level of employee skill (Richard, Mile & Samson, 2002).

The public sector organizations that would realize the benefits of the adoption of total quality management practices is expected to undertake training and development programmes for their employees on quality management in order to raise their job performance levels in the organization. This is central to the achievement of both the employees and the organizational goals and objectives because the human element or capital in the organization is the main tool for the effective survival of any given organization in recent times where modern organizations are consciously striving to have and maintain competitive advantage over one another.

According to Nosiri and Nwagbo (n.d) it is through training and retraining that an employee's potential is recognized and enhanced. Management identifies employees for training and ensures that training resources and methods are available to meet these needs. To Obikeze (2011:74) we can still be injecting changes in the public service through the training of the members of the public service.

Training can be said to have started since ancient times particularly in the military profession. However, modern training can be said to have started with the industrial revolution when the intricacies of the machines demanded frequent training to learn to operate the machines. Essentially the need for training was to enhance efficiency and

productivity in the private sector and to make profit. In other words, training in the public service is a recent event. May be because the public sector was not concerned with profit making and most services could not be quantified in measurable terms rather, they are intangible services. With time, the activities of the state, which was largely to maintain law and order began to expand to accommodate new areas such as health, education, business industry etc. (Sharma and Sadana in Obikeze, 2011:75).

According to Obikeze (2011:75) in this state of expansion to enhance national well-being, simple equipments like pen, pencil, and counting sticks were replaced with delicate machines which needed greater dexterity to manipulate. Such equipments as typewriters, duplicators, the telephone, calculating machines, punch card installations and computers are now part of public offices and require trained skill in their use.

In addition, he expressed that the importance of training cannot be over stressed. In Nigeria, because of the colonial period, the dwindling morale and productivity and coupled with ever dynamic process and equipment that are constantly invented in the world, training have been made imperative. Also, the increasing low standards being witnessed in the public service in Nigeria makes training very desirable. Whether in the academic institutions, the police, the army, the civil service, even among the elected government officials, we observed the need for constant and persistent training.

The Asheton Committee in its report of 1944 in the UK stated the five objectives of training according to the report as follows:

1. To provide a civil servant who can transact his business with precision and clarity.
2. To attune the civil servant to the tasks he is called upon to perform in changing his world “the civil service must continuously and boldly adjust its outlook and its methods to the new needs of new times.
3. To make civil servants community conscious” There is a need to develop resistance to the danger of the civil servant becoming mechanized by the machines; whilst we must aim at the highest possible standard of efficiency, our purpose is not to produce a robot-like, mechanically perfect civil service.
4. To develop the capacity of civil servants for higher work and greater responsibilities.
5. To improve the moral of the civil servants.

Training is the single most significant component in trying to improve quality (Oakland in Alamutu, Hotepo, Oyeobu & Nwatuwegwu 2012:161). He further argues that quality training must be continuous to meet not only changes in technology but also changes involving the environment in which an organization operates, its structure and perhaps most important of all the people who work there.

According to Brown and Patel in Alamutu, Hotepo, Oyeobu & Nwatuwegwu (2012:161) effective TQM implementation requires a training policy which will be part of the overall quality strategy with the aim of improving the necessary skills for continuous quality improvement. In a study conducted by Olian & Rynes cited in Alamutu et al (2012:161) it

was found that the most mentioned topic found in training for TQM presented in order of frequency were interpersonal skills, quality improvement processes and problem solving, team leading and building, running meetings, and statistical analysis.

To Asiya, Syed, Javed and Hummayoun (2012:123) employee performance is at once improved and triggered by training and development. Training means the positive change in employee skills, knowledge and abilities if not so then, the training modules, programs or trainers must be viewed critically in order to bring in positive results. Good organizations have well managed and sophisticated training methods and trainers to get quality employees for advancement and growth. Employee effective job performance is a must to attain the organizational goals and strategies to gain market. The employee if trained properly would know what the customer wants and how to satisfy his needs. Public sector especially service sector considers its employees as cornerstone to provide their services to customers because their employees reflect the image of the organization and affect customer perceptions of service quality. Top management must focus on its employees by training, empowerment, involvement and rewards to provide excellent service to beneficiaries. When management is committed to improving service quality, employees will be provided with more resources for training. Such training may enhance the skills of employees in dealing with unexpected work problems and their competence in making appropriate suggestions for decision making (Abomaleh and Ibrahim 2014:15).

Organizations capabilities are always evident in the quality of the company's human capital and the key to gaining competitive advantage is in developing and utilizing their potentials. The problem of many organizations is not the quality of their human capital but the quantity. In most cases, the quality required in terms of skills and competencies are hidden within the current HR inventory of the organization. The big challenge therefore is the ability and readiness to harness, develop and utilize these treasures (Oke, 2010:37).

Successful and effective organizations understand that their success is directly related to the quality of their human capital. It is therefore not surprising that employers now go for knowledge workers who can create opportunities rather than routine task, he added.

According to Ola (2011:10) if man, the human capital is appropriately selected and recruited, without the incidence of recruiting error of acceptance and or rejection, retrained and maintained through continuous capability upgrading strategies, will ultimately support the organization's effort in creating superior value and enhance competitive edge.

According to Huai in Hilda and Anis (2017:119) TQM emphasizes that top management team must convey the message that quality is for everyone in the organization. Thus, managers should remove obstacles between departments and develop a data base of training and education for quality improvement.

Since the concept of total quality management (TQM) was launched in the Western world in the early eighties, a large number of organizations of all types and backgrounds have attempted to implement it in order to regain or maintain the competitiveness or even survive

in a drastically changing world. Some of them have been very successful whilst others have had rather poor or null results. In parallel with this, training has become something of an issue in this decade, due to the rapid growth of technological innovation and development (Franco cited in Mathapemg & Lessing 2002:21).

**Conceptual Explications:** In order to ensure proper understanding of some concepts used in the study, the researcher deems it fit to explain the following as a way of obviating any inherent confusion that may arise from such terminologies.

- i. **Total Quality Management (Tqm):** This is an organizational management practice that ensures that all the activities and processes in the organization are carried out according to standard specification in meeting the customers' demands and expectations. It is a practice that ensures that the right quality of products and services rendered by an organization is continuously maintained. According to Temtime and Solomon (2002) it seeks continuous improvement in the quality of all processes, people, products and services of an organization. To Deming in Atamutu, Hotepo, Oyeobu & Nwatulegwu (2012:156) TQM is a philosophy that involves everyone in an organization on continuous effort to improve quality and achieve customer satisfaction. It is an integrated system of principles, methods and best practices that provides a framework for organization to strive for excellent in everything they do. (<https://uniprject-net/project-materials/impact-of-total-quality-management-on-organizational-performance>).
- ii. **Job Performance:** This is the level of an employee accomplishment of task in relation to set standards. It is the level of achievement or success recorded by an employee in a given task based on a set of standards. It entails the extent to which an employee accomplishes his set goals in the organizational objectives.

## **RESEARCH METHODOLOGY**

The method adopted in carrying out this study were discussed under the following sub-headings: Research design, population, of the study, sample and sampling technique, instrument of the study, validity and reliability of the instrument, method of data collection and method of data analysis.

### **Research Design**

Non-experimental (descriptive) design was adopted. The researcher did not deliberately manipulate the influence of any variable on the sample. The variant of the non-experimental design chosen by the researcher is survey research design where data was accurately and objectively collected to describe the existing phenomenon under investigation.

### **Sample and Sampling Technique**

The sample size of this study is 400 staff of the reference organization consisting both academic and non-academic staff.

The sample size for the study was determined through the application of Taro Yameni's formula cited in Mbah, Mgbemena and Ejike (2015:145) as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = sample size to be determined
- N = the entire population of interest
- e = error margin (0.05)
- I = constant

Substituting in the formula we have

$$\begin{aligned} n &= \frac{2,012}{1 + 2,012(0.05)^2} \\ &= \frac{2,012}{2,013(0.0025)} \\ &= \frac{2,012}{5.0325} \\ &= 399.80 \\ n &= 400 \text{ (Nearest whole number)} \end{aligned}$$

The convenience sampling method cited by Mbah, Mgbemena and Ejike (2015:145) was employed. According to them, the sampling units that could easily be accessed and conveniently located were to be selected. This therefore implies that in convenience sampling, the respondents that the researcher can easily collect data from without difficulties are taken to be the source of primary data. Data is meant to be collected from the source that can be reached very fast or that can be found easily available. This method was chosen in preference to any other sampling method because the staff of the College are extremely difficult to get in their offices especially the academic staff.

### **Instrument of Data Collection**

Total Quality Management Practices Appraisal Questionnaire (TQMPAQ) developed by the researcher to reflect such options as strongly agree (4) agree (3) disagree (2) and strongly disagree popularly known as four point likert scale was used to elicit needed information from the respondents.

### **Validity and Reliability of the Instrument**

The instrument of data collection was content validated. Some copies of the instrument was given to experts who are knowledgeable enough in both the area of study and questionnaire drafting for criticism. All the criticism and corrections were reflected in the final draft. In area of reliability of the instrument test-re-test method was employed. According to Nkwocha (2010:121) test-retest method involves testing the trial sample with the test under study at two different occasions but in close sequence. The scores generated at the different occasions are then correlated with an appropriate correlation technique. The instrument was therefore administered to 50 staff comprising of both the academic and non academic staff of Federal University of Technology Owerri, another higher institution in Owerri with quality assurance unit using convenience sampling method. After an interval of two weeks, the same instrument was administered to the same group of people in the institution again making it twice and the responses from the two tests were analyzed using t-test statistical method. The co-efficient of stability or reliability index was 0.86.

### **Method of Data Collection**

The researcher used direct questionnaire administration method to collect data from the respondents. This implies that the researcher administered the questionnaires directly to the respondents by himself and equally collected them immediately they were filled. This helped him to make some clarifications or explanations where needed. The method assisted to reduce the volume of non-response and non-returning of the instrument that is often associated with surveys of this nature. Out of the 400 questionnaire administered, they were completed and returned, thus showing a response rate of 100%.

### **Method of Data Analysis**

The researcher used sequential multiple regression statistical method to analyze the data collected through primary sources only. This method of data analysis was considered more appropriate compared to other methods because it allows more than one independent variable to be computed accordingly in a sequential order. Again, it helps to describe the effects of the independent variables on the single dependent variable more effectively. The significance level was 0.05. This is the probability level at which he was willing to risk type 1 error.

**Population of the study**

The population of this study consists of the academic and non-teaching staff (senior) of Alvan Ikoku Federal College of Education, Owerri. It is presumed that these category of staff can conveniently discuss issues relating to total quality management practices and job performance. Through the staff statistics released by the office of the registrar of the College, a population of one thousand three hundred and twelve (1312) non-teaching staff and seven hundred (700) academic staff given the total staff of two thousand and twelve (2,012) was identified as the population of the study.

**Test of Hypotheses:**

Here, the three hypotheses stated earlier in this work tested and the results interpreted.

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1.	Training and Development	.	Enter
2.	Total quality Management Practice <sup>b</sup>	.	Enter
3.	Customer Focus <sup>b</sup>	.	Enter

a. Dependent Variable : Job Performance

All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1.	.164 <sup>a</sup>	.027	.024	2.299	.027	10.937	1	398	.001
2.	.275 <sup>b</sup>	.076	.071	2.244	.049	20.983	1	397	.000
3.	.327 <sup>c</sup>	.107	.100	2.208	.031	13.787	1	396	.000

a. Predictors: (Constant), Training and Development

b. Predictors: (Constant), Training and Development, Total quality Management Practice

a. Predictors: (Constant), Training and Development, Total quality Management Practice, Customer Focus

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.828	1	57.828	10.937	.001 <sup>b</sup>
	Residual	2104.350	398	5.287		
	Total	2162.178	399			
2	Regression	163.466	2	81.733	16.234	.000 <sup>c</sup>
	Residual	1998.711	397	5.035		
	Total	2162.178	399			
3	Regression	230.710	3	76.903	15.767	.000 <sup>d</sup>
	Residual	1931.467	396	4.877		
	Total	2162.178	399			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Training and Development

c. Predictors: (Constant), Training and Development, Total quality Management Practice

a. Predictors: (Constant), Training and Development, Total quality Management Practice,

Customer Focus

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.112	1.915		10.504	.000
	Training and Development	.219	.066	.164	3.307	.001
	(Constant)	15.551	2.117		7.345	.000
2	Training and Development	.103	.069	.077	1.488	.138
	Total quality Management Practice	.204	.045	.237	4.581	.000
	(Constant)	13.510	2.155		6.269	.000
3	Training and Development	.100	.068	.075	1.472	.142
	Total quality Management Practice	.146	.047	.170	3.149	.002
	Customer Focus	.135	.036	.189	3.713	.000

### **Hypothesis One**

Ho: There is no significant relationship between total quality management practice and job performance in public service.

H<sub>1</sub>: There is significant relationship between total quality management practice and job performance in public service.

From the model summary table above, the independent variable (total quality management practice) contributes significantly to the job performance in the public service. It yielded a co-efficient of regression  $R = .111$  (.275-.164) and  $R^2 = .049$  (.076-.027) which implies that 4.9% of the total variance in job performance in Alvan Ikoku Federal College of Education, Owerri is accounted by the total quality management practice. It also indicated that  $p < 0.05$  which therefore holds that there is a significant relationship between total quality management practices and job performance in public service.

### **Hypothesis 2**

Ho: There is no significant relationship between total quality management customer focus practice and job performance in public service.

H<sub>1</sub>: There is significant relationship between total quality management customer focus practice and job performance in public service.

From the model summary table above, the independent variable (total quality customer focus practice) contributes significantly to the job performance in public service. It yielded a co-efficient of regression  $R = .052$  (.327-.275) and  $R^2 = .031$  (.107-.076) which implies that 3.1% of the total variance in job performance in Alvan Ikoku Federal College of Education, Owerri is accounted by the total quality customer focus practice. It also indicated that  $p < 0.05$  which therefore holds that there is a significant relationship between total quality customer focus practice and job performance in the reference organization.

### **Hypothesis 3**

Ho: There is no significant relationship between total quality management training and development practice and job performance in public service.

H<sub>1</sub>: There is significant relationship between total quality management training and development practice and job performance in public service.

From the model summary table above, the independent variable (total quality management training and development practice) significantly contributes to the job performance level in the public service. It yielded a co-efficient of Regression  $R = .164$  and  $R^2 = .027$  which implies that 2.7% of the total variance in job performance in Alvan Ikoku Federal College of Education, Owerri is accounted by the total quality management training and development

practice. It also indicates that  $p < 0.05$ ) which therefore holds that total quality management training and development practice is significantly related to job performance in the reference organization.

### **Discussion**

Our findings in this study show that there is significant relationship between total quality management practice and job performance in public service. This implies that the management of Alvan Ikoku Federal College of Education is committed to the implementation of TQM practice which leads to improved job performance level of the employees. This is in agreement with the findings in Ali & Abedalfattah (2013) that a positive relationship exists between the quality management practices and job performance.

Also, there is a significant relationship between total quality management customer focus practice and job performance in public service. This implies that the customer focus quality management practice in Alvan Ikoku Federal College of Education leads to job performance improvement level of the workers. This agrees with the view of Cai 2009, Mokhtar 2003 in Zulnaidi (2014) that the practice of customer focus has been identified as pivotal for any organization seeking to reach a level of sustainable performance.

In the same vein, there is a significant relationship between total quality management training and development practice and job performance in public service. This implies that total quality training given to the staff of Alvan Ikoku Federal College of Education, Owerri contributes significantly to their level of job performance. This agrees with the findings of Donald & Oparanma (2008) that training and development geared towards competence significantly affects employee job performance.

### **Conclusion and Recommendations**

This study demonstrated that there is significant relationship between total quality management practices and job performance in the reference organization. This provides evidence for the benefit of total quality management practices in the public service organizations in Nigeria. Also, the findings that there is significant relationships between total quality customer focus and training and development practices and job performance in the reference organization indicate the need for more customer satisfaction orientation among staff of public institutions as well as regular quality management training and development for them in order to ensure the accepted level of job performance in the public service in Nigeria.

Between total quality management customer focus practice and total quality management training and development practice in the reference organization, the later contributes less to the level of job performance of the employees most probably because regular quality management training and development programmes are not given to the staff by the management. Consequently, this study makes the following recommendations:

- (1) The management of public sector organizations should show genuine commitment to the effective implementation of TQMPs in their organizations in order to achieve the expected level of job performance from the workers.
- (2) Total quality management customer satisfaction should be encouraged in public service organizations for the mutual benefits of both the organizations and the customers.
- (3) Relevant and continuous quality management training and development should be pursued by the management of public service institutions as to realize the expected level of job performance of their workers.

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