THE IMPACT OF TOTAL QUALITY MANAGEMENT ON MOTIVATION AND PERFORMANCE: A CASE STUDY OF THE NIGERIAN CUSTOMS SEVICE

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DECLARATION

I declare that this project tilled "The Impact of Total Quality Management on motivation and performance: A case study of Nigerian Customs service" has been conducted by me and under the supervision of Dr Bello Sabo. All materials used are from other sources and writers whose work have been referred to in this project and all duly acknowledged.

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CERTIFICATION

This is to certify that the research study that titled "*The Impact of Total Quality Management on Motivation and performance: A case study of Nigeria Customs service*" was written by Enu Charles Obiora, under the supervision of Dr Bello Sabo, in partial fulfillment of the requirement for the award of Masters in Business Administration (M.B.A).

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DEDICATION

This project is fully dedicated to the almighty God who gave me the wisdom, knowledge and understanding and to my beloved wife, Mrs. Helen Chinonye Enu, who stood by me throughout the period despite all odds.

ACKNOWLEDGEMENTS

I give all glory, adoration and praises to the almighty God who gave the wisdom and knowledge to undergo this field of study. In his grace, I was able to carry out this research.

I also wish to acknowledge here my indebtedness to several people especially my humble and amiable supervisor, Dr Bello Sabo whose gentle approach to issues and his constructive corrections and criticisms became a source of encouragement and enlightenment throughout this research study.

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To my employer – The Nigerian Customs service whose approval of this course program became a morale booster to see me through this course. Finally, for all those I could not mention their names, and I say a big thank you to you all.

ABSTRACT

The concept of Total Quality Management is becoming well known and benefits of a successful Total Quality process have been demonstrated by many well known organizations. A fundamental basis of Total Quality Management is a culture of continuous improvement and it is an endless process whose aims is to improve productivity and services continuously. The study examines "The impact of Total Quality Management on motivation and performance". The research examined Total Quality Management as adopted by Nigeria Customs service and indeed other organizations, success achieved and problems encountered in the process of implementing Total Quality Management on motivation, and performance in N.C.S was reviewed.. The methodology of the study utilized a self-administered questionnaire to gather relevant data from respondents (Nigeria Customs Service) understudy. A sample was selected from the total population using a simple random sampling technique. A total population of 500-sample size was selected from the Nigeria Customs service staff. The test of hypothesis was done using chi-square (χ^2) method. It was discovered from the study that challenges of development are possible through practical and effective implementation of T.Q.M techniques in organizations. By the result of this analysis, it is however observed that apart from implementation of T.Q.M, Other factors can contribute to the development of the organization hence, staff motivation. Also, the implementation of T.Q.M in Nigeria Customs Service and total business performance. In summary, the performance of an organization like N.C.S is one of clearest indicators of the validity of its strategies and a vital predictor of whether it will be relevant or remain business.

TABLE OF CONTENTS

Title page - - - - - - - - - i

Declaration - - - - - - - - - ii

Certification - - - - - - - - - iii

Dedication - - - - - - - - - - iv

Acknowledgement - - - - - - - - v

Abstract - - - - - - - - - - vii

Table of Contents - - - - - - - - viii

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study - - - - - - 1

1.2 Statement of the Problem - - - - - - 2

1.3 Research Questions - - - - - - - 3

1.4 Purpose and Objectives of the Study - - - - 4

1.5 Statement of Hypotheses - - - - - - 4

1.6 Significance of the Study - - - - - - 5

1.7 Scope of Study - - - - - - - - 6

1.8 Limitations of the Study - - - - - - 7

1.8 Definition of Terms - - - - - - - 8

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction - - - - - - - - 11

2.2 Definition of Concepts - - - - - - - 14

2.3 Nature of TQM - - - - - - - - 24

2.4 Some Useful Messages from Results of TQM Implementations 25

2.5 What is TQM? - - - - - - - - 31

2.6 Historical Background of TQM - - - - - 43

2.7 The Difficulties of TQM Implementation - - - - 46

2.8 Critical Dimensions of TQM - - - - - - 49

2.9 Motivation: An Engine Room for TQM - - - - 50

2.10 Failure and Pitfalls of TQM - - - - - - 52

2.11 Impact of Motivation on TQM - - - - - 56
2.12 The Brief History of Nigerian Customs Service in Nigeria - 65
2.13 Current Status of TQM Implementation in Nigeria Customs Service (NSC) - - - - - - - - 68
2.14 A Review of Studies on Performance - - - - 70
2.15 Conclusion and Impact - - - - - - 76

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction - - - - - - - - 78
3.2 Research Design - - - - - - - - 78
3.3 Characteristics of the Study Population - - - - 79
3.4 Sampling Design and Procedure - - - - - 79
3.5 Data Source - - - - - - - - 80
3.6 Data Presentation and Analysis - - - - - 82
3.7 Limitations of the Methodology - - - - - 83

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction - - - - - - - - 85
4.2 Data Presentation and Analysis - - - - - 86
4.3 Hypothesis Testing - - - - - - - 90

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary or Synopsis of the Study - - - - 96
5.2 Summary of Findings - - - - - - - 97
5.3 Discussions and Implications of Findings - - - 99
5.4 Conclusion - - - - - - - - - 100
5.5 Recommendations - - - - - - - 101
5.6 Suggestions for Further Studies - - - - - 103
Bibliography - - - - - - - - 105
Appendix - - - - - - - - - 109

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Craft workers controlled the quality of the finished product through their own individual abilities. Before the end of the nineteenth century, quality was a function of the craft workers skill. This was the era in which the only view of quality was from innate or transcendent perspective (Juran 1995). The history of Total Quality Management (TQM) shows how ideas about quality and management practices have continually developed and changed.

In the early 1900s, mass production really got into its stride with the theory of F.W. Taylor. According to Banjoko (2004) current production and operation management techniques and practices have come a very long way from the evolutionary stage of production management thoughts of early 19th century, where production management as we know it today, never exist. At that time, the scale of operation was very limited and demand far exceeded supply with the result that whatever was produced no matter how defective, would always find a buyer, competition as we know it today was not much in force.

To Miller (1994), it is only those companies that apply the techniques of Total Quality Management (TQM) that can survive the competition in future. Such companies according to Miller will increase greatly in competitiveness and performance; due to the effect of TQM. This strategy involve the development at societal and organizational level and it ensures the individual workers fulfillment of their aims, expectations and objectives which result in the form of fulfillment that comes from excellent performance and rewards at both the intrinsic and extrinsic needs and desires of the employees associated with it.

According to Ogundele (2005), TQM is a culture of continuous improvement based on continuous learning and adaption to changes in the consumer demand and period of operational method.

1.2 **Statement of the Problem**

The study will attempt to provide solutions to the problem the management of the Nigeria Customs Service (NCS) may encounter in recruiting and placing the right caliber of people to man positions in strategic seaports and border stations, so as to enhance effective service delivery to the society. More so, procurement of quality input resources at the right price at the right place that may enhance effective service delivery may not be the practice if the officers and men of NCS are not fully motivated. Therefore, if motivation is not

adequately used in getting the actual performance of the officers, the benefactors (final consumers) may not get the right service at the right time, at the right cost or price and at the right place, as such effective and efficient service delivery to the Nigeria citizen may be hindered.

In addition, lack of training and poor facilities used in training (if any) may constitute a big problem. Again, the problem of poor quality service characterizes inefficiency in most management or organization vis-à-vis Nigeria customs service (NCS) due to inability to meet stakeholders' specifications.

1.3 **Research Questions**

i. How do we assess the impact of TQM on motivation and performance on the officers of Nigeria Customs Service?

ii. What is the impact of TQM on the officers & men of Nigeria Customs Service effectiveness in terms of productivity?

iii. Does TQM aid Nigeria Customs Service as service provider to render adequate service to numerous stakeholders at the right price, right time and at the right place?

iv. What effect has TQM on the overall performance at officers and men of the Nigeria Customs Service?

1.4 **Purpose and Objectives of the Study**

The purpose and objective of the research study consists of:

i. To identify the effective and efficient strategic management planning techniques through the application of TQM using motivation.

ii. To determine how TQM as a management technique can transform the Nigeria Custom Service

iii. To identify the importance of consistency in the need to achieve quality and provision of stakeholders expectations and need requirement from a product of service as a continuous process.

iv. To evaluate various motivational techniques through which the implementation of TQM strategies can reduce cost and waste in all activity areas with the NCS.

1.5 **Statement of Hypothesis**

Hypothesis 1

H_0: There is a significant relationship between total quality management using motivation and high level quality performance of officers in Nigeria Customs Service (NCS)

H_1 There is no significant relationship between total quality management using motivation and high level of quality performance of officers in Nigeria Customs Service.

Hypothesis 2

H_0: There is a significant relationship between Total Quality Management and Performance.

H_1: There is no significant relationship between Total Quality Management and Performance.

1.6 Significance of the Study

The significance of the study is to highlight the importance of assessing the impact of total quality management on motivation and performance in Nigeria Customs Service (NCS). The study also shows how strategic management adopted in any organization or parastatals like NCS can improve profitable opportunities, efficiencies and effectiveness, regardless of what the circumstances may be for the organization and that in future, TQM using motivation will create a favorable competitive advantage within the operating environment

Therefore, this study is very important to any sector of the economy, be it manufacturing firms, service providers and even government and their agencies such as NCS, because it will provide them with relevant strategic working tools to be able to cope with the economic volatility. Again, the study is important to the consumers and all stakeholders, since it will provide them with relevant data on their choice and strategies needed to arrive at a good choice of product or

service they need to get among many alternatives. The study as earlier mentioned is equally important to the government; it will provide them with relevant strategic approach that will enable them to give positive direction to the economy.

Furthermore, the study is important to researchers, marketers and functional managers because it will provide new areas that need further research leading to new knowledge and skill.

Finally, the research study is useful to NCS and even other companies as a means of identifying and utilizing effectively the knowledge, skill and experiences gained in the implementation and application of TQM as a management technique aimed at achieving higher quality standards of services at minimum cost of transaction and also cost quality-hence its impact on motivation and quality performance.

1.7 **Scope of Study**

The study shall be limited to the Nigeria Customs Service (NCS) Lagos area command. It will also be limited to our teaming customers and stake holders-that is seaport user namely Customs Licensed Agents, importers and other port users in Lagos seaport alone because the researcher is a full time uniform officer based in Lagos and as a rudimentary service is confined to his duty post and

may not be allowed to move to other places especially headquarters at Abuja.

More so, the time frame permitted for the submission of the research work is so limited, that is between March to June 2010 and this may not be adequate enough to cover the range required of this study.

The study endeavour mainly on the assessment impact of the total quality management an motivation and its quality output –that is performance and the satisfaction the stakeholders derived from the quality services they experience in the new re-generated and reorganized Nigeria custom service.

1.8 **Limitation of the Study**

Total Quality Management as a concept and management tools is limited as a research topic due to certain constraints.

i. Dearth of relevant text book on the subject matter mere especially in Nigeria.
ii. Only few research works had been conducted on this subject matter, thus limiting the amount of materials available as reference point.
iii. Time is another major constraint, since the researcher is uniform personnel it is not easy to leave his tight schedule and duty post to pursue this academic research.

iv. Financial resource posses more problem and almost hinders the pursuit of this research. The funding is personal and as a civil servant it is not so easy to finance the research especially as it involves traveling, typing, paying for certainty relevant for the subject matter etc.

v. Again, inability to retrieve some vital information from management team and other ranking officers, major stakeholders and customers or clients is not easy to come by, and this poses great limitation to the study.

1.9 **Definition of Terms**

1.9.1 **Quality**

The British Standard Institution defined quality as the totality of feature and characteristics of a product or service that bears on it ability to satisfy a given need. In the view of Baily and Farmer (1978) however reliability is an extension of quality .i.e. the ability of an item to perform a required function under a stated continuous for a stated period of time .Reliability can be expressed as a probability that a product will operate satisfactory for a stated period of time.

1.9.2 Motivation

Motivation is an inner state that energizes, activates, or moves and direct or channel behaviors towards goals. It is different from motivator (those things that induces an individual to perform e.g.

higher salary, promotion, challenging jobs etc). Motivation in general terms used to denote relationships between need and fulfillment of needs; it is a pervasive function that cuts across all aspect of employment.

1.9.3 Total Quality Management

The quest to maximize customer satisfaction leads some organization to adopt Total Quality Management principles. A baseline technical definition of what TQM is all about has been given by the America Federal office of Management Budget circular (cited in Milakouch, 1990, Pg. 209), "TQM is a total organization approach for meeting customer needs and expectations that involves all managers and employees in using quantitative methods to improve continuously the organisation's processes, products and services". TQM attempt to move the focus of quality away from being a purely operation activity into major concern for the whole organization .Through TQM quality becomes the responsibility of all part ,department and section in the organization.

1.9.4 Performance

Performance as earlier noted is often defined simply in output terms the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it. The oxford English dictionary states that "the accomplishment,

execution, carryout, working out of anything ordered or undertaken". High performance results from appropriate behavior, and the effective use of the required knowledge, skills and competencies. Behavior emanates from performance and transforms performance from abstraction to action.

CHAPTER TWO

LITERATURE REVIEW

2.1 **Introduction**

In order to really establish a link between this and the other works that have been done in this field, this chapter is devoted to a review of literature that have some relevance to the subject of this project. Also, the essence of this literature review is not only to act as a guide to serve as the basis of comparing earlier works and this study, but to broaden one's knowledge and understanding of mutual employer – employee relationships in which both parties are trying rationally to maximize their interest within practical realities. The phenomenon of total quality management (TQM) has received widely differing interpretations as a sort of catch all concept. This is probably because of the interwoven networks of discipline that are trying to explain the concept.

While motivation is to secure employee commitment and compliance in order to get real quality performance in the workplace so as to achieve the set objectives of the organization. Traditionally, managers have been figures of authority that wielded the big stick, and perhaps encouraged compliance through fear or force. In a Total Quality Management environment where motivation is used to secure employee commitment and compliance so as to attain a good

quality performance, that style of leadership is inappropriate; employee cannot be coerced to be innovative, or think of improvement or self- measure their performance which the use of Total Quality Management and motivation as a tool demands of the workforce.

Motivation is an internal process that makes a person move towards a goal. Motivation as a matter of fact is actually the drive to do something, mostly to be productive and to finish whatever task it is that is assigned to you. Robbins and Judge define motivation as "the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal".

On the other hand let us review what performance measurement is and why it is useful. Performance measurement in the public sector like Nigeria Custom Service (NCS) can be defined as "a systematic attempt to learn how responsive a government's services are to the needs of the society." Performance measurement is the public sector's way of determining whether it is providing a quality product/service at a reasonable cost. The language performance measurement includes terms such as effectiveness, efficiency, outcomes, outputs, productivity, quality and inputs. In one sense or another, all of these terms represent measures of performance, but each measures different aspects of performance. Performance

therefore is referred to as being about doing the work, as well as being about the results achieved. It can be defined as the outcomes of the work because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contribution.

Finally, Oakland (1998) argues that TQM needs to gain ground rapidly and become a way of life in many organizations (pg 15). He said however, that total quality management (TQM) cannot become a way of life in organization immediately. Time is said to be needed in order to integrate the appropriate quality principles and techniques into the culture of the organization (Goetsch & Davis, 1994). Time, however, is not the only resources that TQM requires. Human resources are equally important for TQM success. Therefore, it could be said that people's awareness of quality is central to TQM's purpose. For Crosby (1984), quality awareness is not just promoting quality within an organization, but it is also spreading information around. He also points out that quality awareness extends to the way in which managers act and talk about quality. Thus, quality awareness begins from management and spreads throughout the entire organization.

2.2 **Definitions of Concepts**

According to Akpeiyi (1996), to understand the nature of the revolutionary management tool that secure its committed practitioners phenomenon business benefits and organizational excellence, it is appropriate to unveil it by examining the core concepts that are behind it. Akpeiyi (1996) maintained that the major concept of TQM includes:

i. Achievement of quality in everything including, people, processes, products and services.

ii. Provision of quality in everything leadership and motivation to enable all employees commit to the Total Quality process and also the strengthening of the supplier-customer relations by management of the business through team building and team working.

iii. Do the right things first time every time.

iv. Mange business through team building and team working, fatten hierarchies and have stable structures.

v. Continuously strive for improvement.

2.2.1 **Use of Terms**

The word "Total" in this management tool underscores the fact that the focus of any organization that aspires to be a quality organization must be to achieve a cooperate culture of quality in everything it has or does – it's people, processes and

products/services. Achieving quality in people calls for quality in recruitment and selection, quality in orientation, quality in approvals, quality in promotion and rewards, quality in human resource management and development. It also calls for quality leaderships at all peak performance through creating room for innovation, inspiring, shared vision, empowerment and motivation.

Attaining quality processes means all businesses processes of administration, information, finance, audit, strategic planning, reception, telephoning, sales, marketing and so on must be capable of delivering to the customer the right product / service right first time, every time that classic phrase at the lowest overall cost. A quality product / service- the outcome of any process is that which fully meets the customers' needs and expectations. Therefore, for an organization (like NCS) to be perceived and acknowledged as a quality organization it must achieve quality in three components of people processes and product/services; although, it may not be easy to achieve in all the three.

2.2.2 **Leadership Quality and Motivation**

Provision of quality in everything leadership and motivation is to enable all employees commit to the total quality process and also the strengthening of the supplier-customer relations by management of business through team building and team working. Traditionally, as

I earlier stated, managers have been figures of authority that wielded the big stick, and perhaps encouraged compliance through fear. In a Total Quality Management environment that style of leadership is unacceptable, employees cannot be coerced to be innovative, or think of improvement or self-measure their performance which the use of the Total Quality Management tool demand of the work force. Besides, the customer – supplier chain has inverted the traditional organization pyramid and has imposed on senior management, middle management and supervisors the more powerful roles obviously call for new leadership approach called Situation Leadership Concept that was pioneered by Kenneth Blanchard, an American management guru.

2.2.3 **Do the Right Thing Right First Time Every Time**

When total management has become the culture of an organization, the employees in that organization are turned to striving to doing only the right things. The right things are judged strictly from the perspective of the customer. Thus, only activities that are customer oriented and also helps to satisfy the requirements of the customers are considered acceptable. Any activity, product or service that is not customer oriented is considered unnecessary and should be discontinued.

Having identified the right thing to do, a structured process is used to ensure that all associated activities are correctly performed, that is done right so that first time every time, the total quality management are not expended on correcting error, scrapping output re-works. It is obvious, therefore, that organization where doing the right thing right first time every time becomes a culture, substantial reduction in operating cost and the concomitant effect of higher profitability are the reward. Total adherence and total commitment to a Quality Delivery Process (QDP) is the secret of Total Quality Management Organization.

2.2.4 **Flatten Hierarchies and have Stable Structure**

Managing business through team building and team working, flatten hierarchies and have stable structure. It should be noted that some organizations have too many levels of management. The more levels the greater the communication difficulties and the slower the response time to customer's needs and expectations. The Total Quality Management tool rejects the multiple layers and states that to achieve excellence, the organization must be "lean and fit." Four or five levels of management are considered ideal.

2.2.5 **Continuously Strive for Improvement**

Organizations achieve excellence using Total Quality Management, more so, when there is adequate employees motivation which impact is continuous strive for improvement to achieve quality excellence. In such organizations, complacency with current performance does not have a room. The culture is that irrespective of how good present performance may be, there is still room for improvement, if proper motivational tools are applied.

The organizations aim at perfection and accept a credo, the words of Thomas .J. Watson, the former Chief Executive of IBM: " It is better to aim at perfection and miss, than to aim at imperfection and hit." The use of Quality Improvement Team (QIT) is pervasive and well entrenched in Total Quality Management based organization. The teams are perfectly looking for the problem in processes and outputs (proactive management) before the problems look for them (reactive management or fire fighting) which if eliminated, raise quality of their products or service to their customers' admiration at the lowest cost.

2.2.6 **Use of Teams**

A crucial element in the success of any organization is the quality of the decisions, which the managers make for the organization. Research over many groups over a period of time has shown clearly

that the quality of decision made by team is generally better than that from a single individual. “And the reason is that in team working, the skills, knowledge and ability of each member of the team are pulled together to develop a synergy in which the sum of the whole is greater than the sum of its parts. Building a highly skilled team based organization only happens when supervisors, managers and executors transform their traditional – command and control role, acquire and use constantly skills in inter-active behaviour.” Juran (1980), a world acclaimed quality gem gives this forecast.

2.2.7 **Elements of TQM**

Although, there are different types of programmes designed for implementing TQM, there are several elements common to all of them. According to Akpeiyi (1990), TQM balances the diverse elements of business and aligns them to achieve excellent business results. It is appropriate to examine the several common element of TQM.

i. **Meeting Customers Requirement:** This emphasizes the recognition of the exact requirements of the customer and satisfy them effectively and profitably. The customer is the ultimate judge of quality. As observed by Michael Aluko et al (1997), it costs more to attract a new customer as it does to retain an old one.

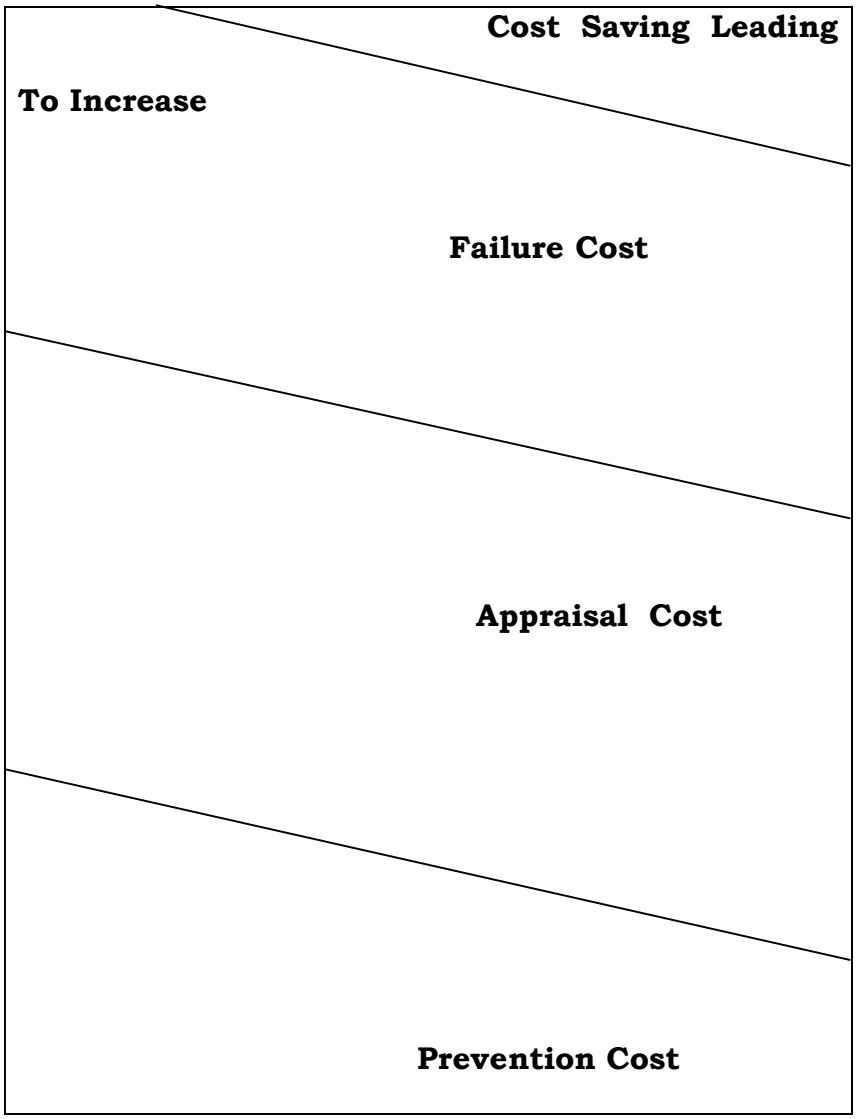
ii. **Definition of the Customer:** The end-user of a product or service is the person that is usually recognized as the customer. He is the external customer. In any organization, there are also many internal customer/supplier relationships existing between department, sections and co-workers. This is the internal customer relationship.

iii. **Zero-Defects:** When TQM has become culture of an organization, the employees in such organization are turned to striving, doing only the right things as customers today require defect free product or services. Although, how to achieve this is to ensure that all tasked are carried out "right the first time"

iv. **Contributing to Profit:** Doing things right first time is always more cost effective than making mistakes. Mistakes lead to rejects, reworking or lost opportunities. Therefore, improvements in quality of service or product are accompanied by increased profitability for the organization. Many organizations have used the concept of "cost of quality" in order to demonstrate the importance of TQM approach.

Cost of quality is made up of failure costs (rejects, reworking, referrals and dissatisfied customer), appraisal costs (testing and inspecting) and preventing costs (supplier vetting, methods, systems and machines introduced to prevent defects and training in quality concept.

Fig 1: Cost of Effectiveness of TQM



Cost of Quality

This table explains in short terms the cost of quality as stated above.

2.2.8 **Principle of TQM**

According to chopping J in his article "TQM what isn't it" (1995), 16 principles of TQM should be considered. They are as follow: -

i. **Highest Priority:** Total quality must be overtly the highest priority of the organization/individual which must reflect the organization mission statement.

ii. Customer Definition: The concept of customer includes investor/employees/stakeholders/suppliers/the community and every interpersonal relationship.

iii. **Customer Satisfaction:** This is meeting the highest level of customers' personal desires.

iv. **Quality definition:** As observed in the quality vocabulary, quality is the totality of features and characteristics of a product or service that bear on the item ability to satisfy the customers' perceived desires or implied needs.

v. **Aim:** A Total Quality organization will have a clearly stated, widely understood and generally accepted direction/aim. This calls for goals and objectives in the implementation of TQM so that the goals can be easily evaluated, accepted and understood by all staff.

vi. **Values:** Providing value to customer/client is much more than simply eliminating defects. Quality is delivering value to customers in accord with their expectation.

vii. **Mutual respect and benefit:** There is an implicit mutual respect of all stakeholders involve with a total quality organization which assures that long term business is intended to be mutually beneficial to all concerned.

viii. **Communication:** Principles/beliefs/values/mission statement/ policy for quality will be communicated openly and clearly.

ix. **Ethos:** TQM embodies the values/beliefs/ethos of the organization and this total quality is intrinsic to every activity, decision and action.

x. **Health and Safety:** Health, safety and environmental issues have a high priority within a total quality organization since the welfare of all stakeholders are intrinsic to the future well being of the organization.

xi. **Commitment:** Leadership of TQM starts from top of the organization and enlists individual and team commitment throughout. John S. Oakland (1993) stipulates that TQM starts at the top, where series obsessional commitment to quality must be demonstrated to the customer.

xii. **Participation and Ownership:** Total quality offers each individual the opportunity to participate in and to feel ownership of his/her activities and jointly to share a sense of ownership for the success of the entire organization.

xiii. **Continuous Improvement:** TQM involves continuous and measurable at all levels of the organization ranging from

organizational performance to individual staff performance such that continuous process improvement becomes a salient aspect of success.

xiv. **Performance:** TQM requires consistent, predictable, accurate and praise performance to high standards in all areas of the organization. Therefore, measure assessment and auditing are common TQM activities.

xv. **Research:** TQM aims at using resources better to achieve greater success thereby increasing efficiency.

xvi. **Investment:** TQM will always require sufficient and appropriate investment to ensure that planned activities can occur.

2.3 **Nature of TQM**

Total Quality Management is an approach to the art of management that originated in Japanese industry in the 1950's and has become steadily more popular in the West since the early1980's. Total Quality is a description of the culture, attitude and organization of a company that aims to provide, and continue to provide, its customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company's operations, with things being done right first time, and defects and waste eradicated from operations.

Many companies have difficulties in implementing TQM. Surveys by consulting firms have found that only 20-36% of companies that have undertaken TQM have achieved either significant or even tangible improvements in quality, productivity, competitiveness or financial return. As a result many people are sceptical about TQM. However, when you look at successful companies you find a much higher percentage of successful TQM implementation.

2.4 Some Useful Messages From Results of TQM Implementations

i. If you want to be a first-rate company, don't focus on the second-rate companies who can't handle TQM, look at the world-class companies that have adopted it

ii. The most effective way to spend TQM introduction funds is by training top management, people involved in new product development, and people involved with customers

iii. It's much easier to introduce EDM/PDM in a company with a TQM culture than in one without TQM. People in companies that have implemented TQM are more likely to have the basic understanding necessary for implementing EDM/PDM. For example, they are more likely to view EDM/PDM as an information and workflow management system supporting the entire product life cycle then as a departmental solution for the management of CAD data.

iv. Important aspects of TQM include customer-driven quality, top management leadership and commitment, continuous improvement, fast response, actions based on facts, employee participation, and a TQM culture. Customer-driven quality TQM has a customer – first orientation. The customer, not internal activities and constraints, comes first. Customer satisfaction is seen as the company's highest priority. The company believes it will only be successful if customers are satisfied. The TQM Company is sensitive to customer requirements and responds rapidly to them. In the TQM context, `being sensitive to customer requirements' goes beyond defect and error reduction, and merely meeting specifications or reducing customer complaints. The concept of requirements is expanded to take in not only product and service attributes that meet basic requirements, but also those that enhance and differentiate them for competitive advantage. Each part of the company is involved in Total Quality, operating as a customer to some functions and as a supplier to others. The Engineering Department is a supplier to downstream functions such as Manufacturing and Field Service, and has to treat these internal customers with the same sensitivity and responsiveness as it would external customers.

2.4.1 **TQM Leadership From Top Management**

TQM is a way of life for a company. It has to be introduced and led by top management. This is a key point. Attempts to implement TQM often fail because top management doesn't lead and get committed - instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company, and in creating and deploying well defined systems, methods and performance measures for achieving those goals. These systems and methods guide all quality activities and encourage participation by all employees. The development and use of performance indicators is linked, directly or indirectly, to customer requirements and satisfaction, and to management and employee remuneration.

2.4..2**Continuous Improvement**

Continuous improvement of all operations and activities is at the heart of TQM. Once it is recognized that customer satisfaction can only be obtained by providing a high-quality product, continuous improvement of the quality of the product is seen as the only way to maintain a high level of customer satisfaction. As well as recognizing the link between product quality and customer satisfaction, TQM also recognizes that product quality is the result of process quality. As a result, there is a focus on continuous improvement of the

company's processes. This will lead to an improvement in process quality. In turn this will lead to an improvement in product quality, and to an increase in customer satisfaction. Improvement cycles are encouraged for all the company's activities such as product development, use of EDM/PDM, and the way customer relationships are managed. This implies that all activities include measurement and monitoring of cycle time and responsiveness as a basis for seeking opportunities for improvement.

Elimination of waste is a major component of the continuous improvement approach. There is also a strong emphasis on prevention rather than detection, and an emphasis on quality at the design stage. The customer-driven approach helps to prevent errors and achieve defect-free production. When problems do occur within the product development process, they are generally discovered and resolved before they can get to the next internal customer.

2.4.3 **Fast Response**

To achieve customer satisfaction, the company has to respond rapidly to customer needs. This implies short product and service introduction cycles. These can be achieved with customer-driven and process-oriented product development because the resulting simplicity and efficiency greatly reduce the time involved. Simplicity is gained through concurrent product and process development.

Efficiencies are realized from the elimination of non-value-adding effort such as re-design. The result is a dramatic improvement in the elapsed time from product concept to first shipment.

2.4.4 **Actions Based on Facts**

The statistical analysis of engineering and manufacturing facts is an important part of TQM. Facts and analysis provide the basis for planning, review and performance tracking, improvement of operations, and comparison of performance with competitors. The TQM approach is based on the use of objective data, and provides a rational rather than an emotional basis for decision making. The statistical approach to process management in both engineering and manufacturing recognizes that most problems are system-related, and are not caused by particular employees. In practice, data is collected and put in the hands of the people who are in the best position to analyze it and then take the appropriate action to reduce costs and prevent non-conformance. Usually these people are not managers but workers in the process. If the right information is not available, then the analysis, whether it be of shop floor data, or engineering test results, can't take place, errors can't be identified, and so errors can't be corrected.

2.4.5 **Employee Participation**

A successful TQM environment requires a committed and well-trained work force that participates fully in quality improvement activities. Such participation is reinforced by reward and recognition systems which emphasize the achievement of quality objectives. On-going education and training of all employees supports the drive for quality. Employees are encouraged to take more responsibility, communicate more effectively, act creatively, and innovate. As people behave the way they are measured and remunerated, TQM links remuneration to customer satisfaction metrics.

2.4.6 **A TQM Culture**

It's not easy to introduce TQM. An open, cooperative culture has to be created by management. Employees have to be made to feel that they are responsible for customer satisfaction. They are not going to feel this if they are excluded from the development of visions, strategies, and plans. It's important they participate in these activities. They are unlikely to behave in a responsible way if they see management behaving irresponsibly - saying one thing and doing the opposite.

2.4.7 **Product Development in a TQM Environment**

Product development in a TQM environment is very different to product development in a non-TQM environment. Without a TQM

approach, product development is usually carried on in a conflicting atmosphere where each department acts independently. Short-term results drive behaviour so scrap, changes, work-arounds, waste, and rework are normal practice. Management focuses on supervising individuals, and fire-fighting is necessary and rewarded.

Product development in a TQM environment is customer-driven and focused on quality. Teams are process-oriented, and interact with their internal customers to deliver the required results. Management's focus is on controlling the overall process, and rewarding teamwork.

2.5 **What is TQM?**

The widespread practice of quality management has preceded the development of total quality management theory. Much of the quality management practitioner literature has its origins in the prescriptive principles of quality gurus including Crosby, Feigenbaum, Ishikawa, Deming, and Juran. Thanks to such quality gurus, quality is not determined by the worker on the shop floor, nor is it determined by the service technician working at the customer's site. Quality is determined by the senior managers of an organization, who by virtue of the positions they hold, are responsible to customers, employees, suppliers, and shareholders for the success of the business. These senior managers allocate resources, decide which markets the firm

will enter, select and implement the management processes that will enable the firm to fulfil their mission and, eventually, their vision (Tenner and DeToro, 1992).

True Total Quality Management (TQM) is the key to success for world-class companies in manufacturing and service. To achieve this success, TQM practitioners have created a mix of tools and practices. According to Rao *et al.* (1996), the concepts undergirding these tools are:

i. **Customer Focus**: The notion that all work is performed for a 'customer' and it is the customer who determines its value. Customer in this context is defined in a broad sense. In some cases, it is a person who pays for the goods and services. It may also be the next person in the chain of operations that culminates with a customer external to the organization.

ii. **Total Participation**: The idea that work has an additional dimension. In traditional organizations, the worker expects to be told what to do and how satisfactory performance will be measured. Others – managers, supervisors, trainers, and engineers – tell him/her what has to be done and how to do it. The concept of total participation implies that the person closet to the task is most qualified to suggest improved ways of doing the job. So, part of a worker's responsibility is to suggest ways to make improvements aimed at enhancing productivity and

value to the customer. Total participation (Tenner and DeToro, 1992) is also described by the involvement from the CEO to the newest employee to ensure customer focus and process improvement. Employees at all levels are empowered to improve their outputs by coming together in new and flexible work structures to solve problems, improve processes, and satisfy customers. Suppliers are also included and, over time, become partners by working with empowered employees.

iii. **Continuous Improvement**: The notion that the performance standard is to reach perfection. Phillip Crosby states this as zero defects. This theme also assumes the existence of a methodology to make incremental improvements and breakthroughs. Once the improvements have been devised, they are made part of the daily work process and a mechanism for monitoring is provided to stabilize the improvement. The British Quality Association (BQA) offered three alternative definitions of TQM (Wilkinson, *et al.* 1998). The first focuses on the so called "soft" qualitative characteristics, found in the work of US consultants such as customer orientation, culture of excellence, removal of performance barriers, teamwork, training and employee participation. From this perspective, TQM is seen as consistent with open management styles, delegated responsibility and increased autonomy to staff. The second BQA definition emphasizes the production aspects such as

systematic measurement and control of work, setting standards of performance and using statistical procedures to assess quality. This is the "hard" production/operations management type of view, which arguably involves less discretion for employees. The third definition is a mixture of "hard" and "soft", comprising three features: an obsession with quality; the need for a scientific approach; and the view that all employees are to be involved in this process.

2.5.1 **Important Principles of Total Quality Management**

Quin Harris (2009) identifies some important principles of TQM. According to him Total Quality Management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers. However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt

these seven important principles of Total Quality Management as a foundation for all your activities.

i. **Quality can and must be managed**: Many companies have wallowed in a repetitive cycle of chaos and customer complaints. They believe that their operations are simply too large to effectively manage the level of quality. The first step in the TQM process, then, is to realize there is a problem and that it can be controlled.

ii. **Processes, not people, are the problem:** If your process is causing problems, it won't matter how many times you hire new employees or how many training sessions you put them through. Correct the process and then train your people on these new procedures.

iii. **Don't treat symptoms, look for the cure:** If you just patch over the underlying problems in the process, you will never be able to fully reach your potential. If, for example, your shipping department is falling behind, you may find that it is because of holdups in manufacturing. Go for the source to correct the problem.

iv. **Every employee is responsible for quality:** Everyone in the company, from the workers on the line to the upper management, must realize that they have an important part to play in ensuring high levels of quality in their products and

services. Everyone has a customer to delight, and they must all step up and take responsibility for them.

v. **Quality must be measurable:** A quality management system is only effective when you can quantify the results. You need to see how the process is implemented and if it is having the desired effect. This will help you set your goals for the future and ensure that every department is working toward the same result.

vi. **Quality improvements must be continuous:** Total Quality Management is not something that can be done once and then forgotten. It's not a management "phase" that will end after a problem has been corrected. Real improvements must occur frequently and continually in order to increase customer satisfaction and loyalty.

vii. **Quality is a long-term investment:** Quality management is not a quick fix. You can purchase QMS software that will help you get things started, but you should understand that real results won't occur immediately. TQM is a long-term investment, and it is designed to help you find long-term success.

Before you start looking for any kind of quality management software, it is important to make sure you are capable of implementing these fundamental principles throughout the company. This kind of management style can be a huge culture change in some companies, and sometimes the shift can come with

some growing pains, but if you build on a foundation of quality principles, you will be equipped to make this change and start working toward real long-term success.

2.5.2 **Implementing TQM**

Although there are many approaches for TQM implementation most programmes adapt the following steps:

i. **Top Management Commitment and Leadership:** This is an essential requirement of the programme without which the implementation cannot succeed. For example the Comptroller General of Customs (CGC) and other top management officers – DCGS, ACGS, CACS etc must not only give commitment to the programme but must champion it. To do this, they must have good understanding of the principles of TQM and the benefits to be derived through implementing the programmes.

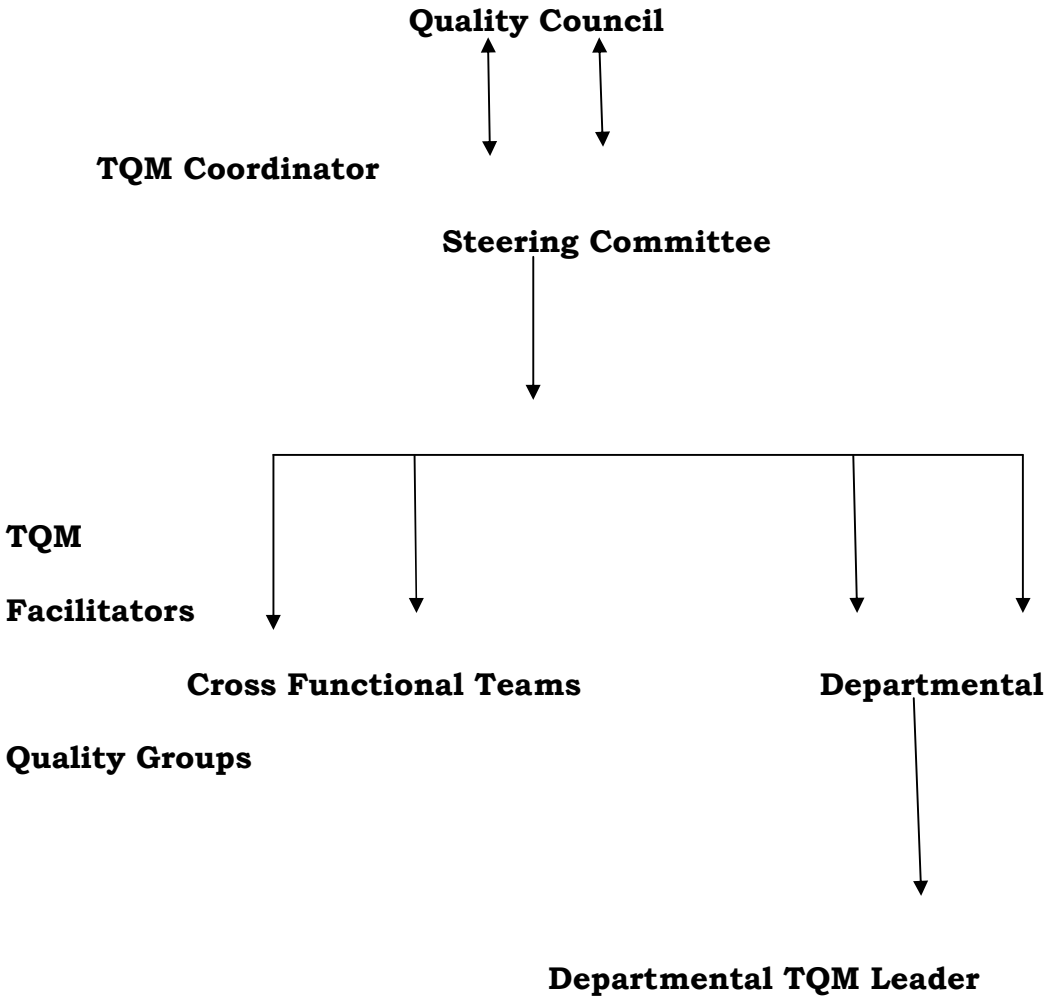
ii. **Authority for Change:** Having gained adequate knowledge about TQM and being convinced about its benefits, the Customs management team will have the responsibility of answering the question such as why do we want to change the way we are doing things in the service. Authority for change can be internal (low service and performance output, high cost, lack of quality culture etc), or external (e.g. poor customer service). The answer to this question is crucial in setting the programme goal(s) and must therefore be provided.

iii. **Programme Goals:** With the authority change clear, the top management of the service will now proceed to define the goals of the programme. That is, what is the TQM programme aimed at achieving? It could be recalled the many TQM initiatives fail because organizations have no clear goals and as such cannot obtain measurable benefits as the programme progresses. To avoid this costly mistake, it is the responsibility of the top management to carry out a diagnosis of the business operations in order to define the area(s) to focus. These include improved performance in profitability, improved customer service, increase in capacity, cultural shift, cost reduction and team work. Once the goal has been chosen it becomes easy to set performance measures to monitor improvement.

iv. **Training:** Is an essential requirement of the TQM implementation programme. A TQM awareness training will be given to all staff officer of the service. The aim of the awareness training will be to bring out the principles of TQM, the benefits and the organization's reasons for adopting the programme. This initial training serves also the purpose of wooing the employees to accept the programme. Training in problem solving techniques, team building and business process analysis as well as quality performance and cost measurement will be given as required to the various quality teams to be formed.

v. **Programme Design:** It is usually advisable to implement TQM principles in phases, starting initially with quality improvement team and expanding later to value analysis, quality policy development and finally to qualify in daily works. This phased approach allows for better understanding and application of TQM by employees and helps to sustain the programme in the organization.

vi. **Programme Implementation:** For a successful implementation of TQM, there must be a structure for the management of the programme. It is advisable to incorporate the management of TQM into the organizational structure of the organization. A proposed TQM structure is given in Figure 2.



2.5.3 **Employee Participation through the T.Q.M Structure**

The main features of the structure are the quality council, (using Customs as example – Comptroller General, Deputy Comptroller Generals, ACGS and Comptrollers, while in other company we talk of Chief Executives and Senior Managers) are responsible for quality policies; Steering Committee (made up of heads of departments or heads of units like deputy comptroller, assistant comptroller, chief superintendents) who are responsible for the actual running of the programmes and the quality improvement team (comprising any

member of staff) who are responsible for the continuous improvement process.

There are other two roles – coordinator and facilitators who are involved in coordination of the various quality activities. In large organization like Customs and other companies, departmental TQM leader may be appointed to act as "role model" as well as coordinate activities within their departments.

i. **Reward and Recognition:** As part of the employee buy-in policy, it is usual to establish a reward and recognition system aimed at showing gratitude to employee that have made a landmark or outstanding contribution in the continuous improvement programme. Some organization like customs service and other organization adopt rewards such as cash, gifts, paid holidays, promotion while other may emphasize more on recognising employee. Organizations should therefore, adopt a system that best suit their cooperate culture values and employees expectations

ii. **Performance Measurement:** The successful implementation of the quality improvement process is usually based on the practice of "management by measurement." This is carried out by first establishing performance measurement or standards that are correlated to the desired end result and by regularly viewing the actual measurements against these standards. The practice

enables an organization to focus on these actions that are necessary to achieve the required improvement. TQM programmes fail because organizations have from initially set realistic goals and have therefore not establish measurement to monitor improvement.

iii. **Resistance to TQM Programme:** The central principles of TQM tend to challenge a high held set of managerial belief and practice and will not, therefore be quickly accepted by all the employees in any organization. Resistance to change is inevitable, but it needs not be a barrier. Top management must realise this fact and work towards accommodating resistance by allowing the individual to acknowledge his/her doubts and then to satisfy them through education and training. Experience show it that even in organization where there is clear commitment and leadership of the TQM programme by the top management, resistance do occur from the middle management and junior staff. With adequate education training and incentives, this initial resistance is usually broken or overcome. One good incentive often used is to make participation in the TQM programme important factor in staff appraisal and career development.

2.6 **Historical Background of TQM**

TQM has its origin in the post second world war, this was a time when Japan was ranked very poorly in its quality and manufacturing techniques in the global market as a result of its military and economic defeat at the world war (Arene 1995). The quality management concepts evolved overtime to become the major concept of TQM today as they apply to modern organizations. The TQM concepts work when it is completely integrated into the culture of the organisation and it becomes a way of life and endless journey practiced by all. It is a total culture driven and modeled by a perfect leadership and it is pursuance of this and also in realization of the fact that TQM is concerned with the total culture of the organization which make some service provider like Nigeria Customs Service (NCS) and other organizations planned to introduce the vision and values documents that provide the enabling culture bedrock for the transformation.

Meanwhile, the Centre for Professional Communication (CPC) organized a 3-day seminar on total quality management in April, 1992 for senior executives of Nigeria companies. The seminar attracted participants from both the manufacturing and service sectors of the economy. It was first time a seminar on TQM was being organized in Nigeria. Due to the level of interest generated in the seminar and the need to spread the "quality message" (no

company can effectively practice total quality in isolation); it has become necessary to contribute articles on the subject as a means of increasing the level of quality awareness in Nigeria.

Therefore, the philosophy and concepts of total quality are becoming well known and the benefits of a successful total quality process have been demonstrated by many well known foreign organizations like IBM, Hewlett Packard, Texas Instrument, Zerox Cooperation, Philips and many others. Parkers (200) maintained that total quality is now widely acknowledged as an effective strategy for improving business performance, which offers benefits for customers, employees and other stakeholders.

The key to ongoing success through total quality is the effective implementation of processes that translates the concept of total quality into real performance improvements. These processes according to Parkers are cultural, managerial, technical and interpersonal and they have been tailored to be specific needs of the organization. The processes also bring together leading academic thought and current best practice in the field of total quality and applying the concept which can enable the possibility of building a total quality culture to the benefit of the organization's customers, the organization itself and the workers.

Akpieyi (1995) reminds that embracing the Total Quality Management phenomenon is a call for drive for organizational excellence and phenomenon started spreading like wild fire across the globe in early 1980 and has been spurred on by the fierce competition ranging between companies of Japan, North America and Europe. He maintained that Japan, which occupied only 0.3% of the world's land surface, has only 2.7% of the world's population with no natural resources, recorded in early 1980 over 11% of the world Gross National Product (GNP). That was the period the Japanese were licking the Americans and Europeans by landing and quality products at prices which were lower than what it was costing the Americans and Europeans to produce them. Such miraculous achievements compelled Americans and Europeans to abandon their past excuses of unfair trading practices of low wages of the Japanese to unravel the secret of the incredible economic success being recorded in Japan. They found that the secret lay in quality.

Akpieyi (1995) maintained that Nigeria luckily is no exception as the TQM phenomenon has spread to its shores, although it is still very much at its rudimentary stage. As a matter of fact, TQM is a customer focused performance enhancing tool, which can be applied in any type of organization. It balances the diverse elements of business which include leadership, strategy planning, human resources development and management, work process,

management information systems, external customers, employees and stakeholders and align them to achieve excellent business results.

Akpieyi (1995) maintained that the major concepts of TQM Include:

i. Achievement of quality in everything including people, processes, product and services.
ii. Provision of quality in everything leadership and motivation to enable all employees commit to the total quality process and also the strengthening of the supplier-customer relations by management of the business through team building and team work.

2.7 **The Difficulties of TQM Implementation**

In the decade of the 1990s, TQM received considerable criticism (Harari, 1997). As a consequence, many management theorists in the West have rejected this management style, even though it contributed to the global competitiveness of many Japanese organizations. A possible reason for this rejection is that TQM has been very difficult to implement in European and US organizations. Harari (1997) postulates only 20 percent of companies that implement TQM did so successfully. On the other extreme, Yandrick (1994) was more positive and claimed that about two-thirds are successful. However, in the companies that TQM has been

implemented successfully, it has often provided significant benefits. There are a number of reasons why TQM has presented a significant implementation challenge. A problem that arises from the definition of TQM is that it is very broad and vague. Tamimi and Sebastian Elli (1998) found several factors working against TQM implementation in their study. The major barriers cited by samples included not linking management's compensation to achieving quality goals and lack of training in areas such as group discussions, communication techniques, quality improvement skills, problem identification and problem-solving techniques. The other factor is inadequate resources to employ quality management. Likewise, Adebanjo and Kehoe (1998), who studied TQM implementation in UK manufacturing organizations, identified quality problems as list below:

i. Upper management does not insist on systematic measuring of customer satisfaction level and training programs.
ii. Lack of training programs to enhance workers' skills and involvement in quality improvement activities.
iii. Organizations do not place enough importance on cases of goods returned nor relate such cases to customers.
iv. Many organizations do not involve suppliers when making improvements to products and in general suppliers have difficulties in meeting the organizations' requirements.
v. Insufficient teamwork facilitators and team building techniques.

vi. Worker evaluation lacks a systematic approach and hence salary adjustments are not commensurate with job functions. Appreciation for contribution by workers is not apparent

In the USA, Salegna and Fazel (2000) surveyed the obstacles faced by TQM and non-TQM organizations. The results showed three major obstacles facing TQM organizations. These are insufficient time, poor communication and lack of real employee empowerment. For non-TQM organizations, the obstacles include lack of motivation, insufficient time and lack of strategic planning for change. A survey of Al-Zamany *et al.* (2002) showed that the difficulties of implementing quality management in Yemen are inappropriate managerial traditions, lacking of knowledge on process management and data collection. According to Amar and Zain (2002), the linkages of the barriers to the ISO 9001:2000 are:

• Support quality

- Lack of leadership commitment

- High turnover of management level

- Company work culture is not synergistic with company mission and objectives

- Difficult to change employee mindset regarding quality

- Lack of information regarding quality

• Support internal communications

- Lack of coordination between departments

• Provide quality resources

- Lack of sufficient funds to mobilize TQM driven activities

• Use competent personnel

- Insufficient levels of education of workers

- Low worker morale (absenteeism, industrial action, etc.)

- Lack of skill of workers

- High worker turnover

- Indiscipline (non-conformances with procedures)

• Support competence

- Insufficient training in quality

- Management related training is not achieving organizational training targets

• Provide quality infrastructure

- Poor condition of machines

- Ineffective maintenance programs

- Poor coordination of equipment spare part procurement

• Control purchasing process

- Raw material does not conform to the specification

- Unscheduled delivery of raw materials

- Difficult to procure imported raw materials

2.8 **Critical Dimensions of TQM**

Although there are always going to be debates about how to define critical dimensions of TQM, it is necessary to decompose it in some

way to an analysis. According to Brah *et al.* (2002), a set of seven factors presents critical dimension of TQM, that is, corporate planning, top management leadership, customer focus, human resource focus, process focus, quality focus, and information and analysis. In the research of Montes *et al.* (2003), the critical dimensions of TQM include five large blocks: managerial leadership and commitment, human resource management, the relationship with customers and suppliers, the internal culture of the organization, and process management. It is believed that ISO 9000:2000 is closer to TQM concepts because this new version adopts the TQM philosophy with stronger emphasis on customer satisfaction and effective connection of quality management system to organizational processes. The aim is towards improved organizational performance in all aspects (Chan *et al.,* 2002). The revisions of ISO 9000:2000 are based on the following eight principles that reflect best quality management practices (ISO, 2000): (1) customer focus, (2) leadership, (3) involvement of people, (4) process approach, (5) system approach to management, (6) continual improvement, (7) factual approach to decision making, and (8) mutually beneficial supplier relationships.

2.9 **Motivation an Engine Room for TQM**

Motivation can be defined as "those inner drives that active or something that move an individual to action." In other words, it is

what spurs an individual towards a desired behavior. Motivation means an inner wholesome desire to exert effort without the external stimulus of money. The question now is why is motivation an engine room for TQM? The motivation of employees is a current topical issue in human resources that is presently attracting the attention of industrial relations practitioners especially those that practice total quality management

Organization like Nigeria Customs Service and others in manufacturing organization are formed, operated primarily to provide services and make profit respectively. It is the element of profit that ensures the sustenance of the business. The profit however, is a function of the individual employee's performance. In other words, it is the employee's performance that determines how well employee's performance becomes a function of ability and motivation. Where ability is composed of aptitude, training and experience and this can be expressed as follow:

Performance = f [ability x motivation]

Where ability = f [aptitude x training x experience]

The point being made here is that out of the various factors in any business organization, Men, Money, Land and Materials, the most important to manage is Men – that is human element. For example, money may be scarce and difficulty to come by but once you get it,

you must have good people around to manage it, otherwise a huge amount can disappear to nowhere and that can course a big havoc to any business. In the same vein, land may be expensive and the location may be fraught with problems, but once it is available with good people around, it can be profitably utilized.

More so, material is surely needed to make the combination of land and money meaningful. But without the right type of people in the system, it may be extremely difficult if not impossible to handle it in a manner that the desired result will be achieved. Therefore, having shown that employees performance is a function of ability and motivation; it behooves the total quality management of every organization to find out what motivation is all about and its impact on TQM and how it can be harnessed to bring out the best performance out of every employee, who will in turn try to give their best quality service or product to their intending customers or stakeholders. Therefore, motivation becomes an engine room to TQM in as much as it encourages the employee actual performance and better output of product/service given to the customers which is the main focus of total quality management.

2.10 **Failure and Pitfalls of TQM**

Martha H. Peak, Group editor of American Management Association in the Editor's note of management review (May 1993), declares that

"Total Quality Management is not a brassing that offers magical rewards for the organization that can reach out and grab hold; it is a newer ending proves that can never be completely attained." It is a difficult stuff or issue since what we know determines who we are. If quality management is fast becoming a whipping boy for any attempt at improvement, about one fifth at best, one third at TQM programmes succeed while others fail. Those who succeed are not just lucky but they are doing something right where those who fail are doing something wrong. Quality effort that fall short of what is expected often have executive that give only lukewarm or nonchalant attention to quality. This lack of any real executive commitment is one of the leading reasons TQM fails.

Selaiyn M. Becher note extensively on "why TQM misguided attempt fail" in the management review journal of (May 1993). He believes that TQM does work but fails only when it is being misguided or wrongly implemented. He gives the following reasons for misguided TQM failures:

i. TQM focuses on internal process rather than external results. This inevitably diminishes managers' attention to preferences of customers. It makes it also difficult to sell to source group or organization providing intangible service like Nigeria Customs Service.

ii. That TQM focuses on minimum standard. He defines minimum standards as zero defect and no rework without reference to customer needs. Again, reasons for failures cannot be attributed to TQM since its customer oriented.

iii. That TQM develops a cumbersome bureaucracy, realms of paper and a number of crunching mentality. This is also a misguided philosophy and the bitter truth is that TQM is successful to the extent that the workforce is trained, educated and then trusted to make informed decision on how to constantly improve the work process.

iv. That TQM delegated quality to highly talented and experts rather than to 'real' people but the fact remains that "quality cannot be delegated, it must be assumed and held by everyone on the payroll."

v. That TQM does not demand radical organization reform. But Selaiyn states that organizations which do not use cross-structured team which are integral to TQM do not really have TQM programmes.

vi. Again, TQM does not demand changes in management compensation which the writer also supported as a hindrance to TQM programs.

Cole (1993) observed that the major factors responsible for TQM failures include: early organization efforts to simply grasped at

quality circles to provide the whole solution; the overall reliance and under-reliance on statistical methods; the bellowing of top management about quality without any follow-up; whole sale training of employee without immediate application; unrealistically high expectations of quick results; the bureaucratization of quality efforts; quality zealots who claim quality to be a costless solution and a cure for whatever is troubling the organization; the failure to redesign traditional reward structure and organizational objectives to bring them into line with the new quality initiatives; failure to recognize the strong linkage between quality objective and increased employee participation; the inability to move away from traditional results oriented management styles; and the failure to build customers expectations and needs into daily organizational activities.

Often quality initiatives are handed over to a newly appointed "vice president" or manager of quality, who is 'usually a top-notch line manager or a consultant. This plan backfires instead of demonstrating the quality is a high priority, executive appears to have passed the buck. They are no longer directly involved in implementing TQM. Good leadership as stated by Deming means executives find the time to spearhead a quality move.

In conclusion to adopt the TQM philosophy requires cultural changes. It is not easy, so many organizations opt for using some TQM techniques without adopting the TQM philosophy. Such strategy results in failure, however it is a grievous error to attribute the failure to achieve result to TQM.

2.11 **Impact of Motivation on TQM**

We shall try to find out the factors that promote positive motivational behaviour among the Nigeria Customs officers as to improve their services to the entire nation. Furthermore, the study will help to showcase consistencies in the behavior of motivated, satisfied, committed and loyal employees in Customs Service operations since there are important characteristics in the work place.

i. **Value**

Customs officers are asset to any nation viz-a viz Nigeria and it is up to the government and management of Customs to value them. Since TQM focuses on customers satisfaction; it cannot be ideal to hire and fire continually as has been the case in the past; recruiting goes with resources and money; and it is through the management that the Customs Service grows, thus contributing to the economy of the country by developing the officers; thus reducing unemployment.

The motivational impact on TQM should be x-rayed in two ways – Monetary and Non-monetary incentives.

ii. **Monetary Motivation**

Staff compensation is a very crucial factor in human resource management. It should be sufficiently high to attract and retain staff with good and necessary qualification to start work as a Custom officer. However, overall staff salaries are often inadequately and the difference between the compensation of management and lower staff in Customs Service is much narrower than what prevail in the private sector. While monetary incentive is not the only motivating factor for doing good job, it certainly ranks high. Developing "espirit de corps" and pride in the office are complementary motivators that are often not sufficiently emphasized. Therefore, for total quality service to be achieved through good performance a special attention should be paid to officers salaries. Though, the recent Customs management team seems to be focusing attention towards this direction so as to up lift the morals of the officers since they want to achieve their target of satisfying the nation.

In comparing Nigeria customs with others, in recent years for example, Moroccan Customs has paid special attention to this factor and the initiative appears to have had some benefit. In most cases Nigeria Customs Service does not have much flexibility in setting

salary levels and must adhere to civil service pay scale. Frequently, fiscal stringency has caused this pay scale to lag substantially behind the prevailing pay scale for qualified staff in private sector. Apart from that, this situation discourages officers of the service and often leads to seek out facilitation money. It is not unusual for, the most valuable staff members to leave the service and most cases use their acquired knowledge to work as brokers, clearing agents and so on. Inside knowledge of Nigeria Customs officers and familiarities with customs officers can both facilitate trade formalities for their customers and potentially undermine integrity. The integrity risk has led some countries viz-a-viz Nigeria Customs Service to prevent customs staff from providing customs brokerage service for several years after ending employment with customs.

A partial solution to the salary scale rigidities is to provide bonuses to staff. While other countries customs pay bonuses, only of few pay them in a way that enhances effectiveness and efficiency for better performance. To do so, bonuses must be large enough to begin to bridge the gap between what private sector workers earn (discounted for the job security in the public sector), and satisfy a number of stringent criteria. Bonus must have internal and external legitimacy, and be objective, transparent and easy to administer. In addition, they should be "SMART" that is specific, measureable, achievable, and relevant and timed (DE WOLF 2004)

However, ensuring that performance evaluations provide for adequate differentiation of staff performance is not easy. In some countries for instance, where a fully satisfactory note leads to payment of a bonus that equals 100% of basic salary, the great majority of staff members receive an evaluation report that qualifies them for the maximum bonus amount. Internal legitimacy requires that Nigeria Customs Service staff perceive the bonus system to be distributed justly without favouritism, with transparency, and with possibilities for appeal. External legitimacy refers to accounting of bonuses outside customs, a requirement for allocating the necessary budget resources that pay for the bonuses. In the absence either internal or external legitimacy, the bonus system will not be sustainable. An alternative to providing sustainable bonuses would be to put revenue staff on a higher pay scale than the rest of the civil servant, in light of the crucial importance that resource mobilization plays in running the government. Better pay would also protect customs staff somewhat against the temptation of accepting bribes from traders or stakeholders. .A higher pay scale would need to be combined with overall customs reforms that provide guarantee of enhance effectiveness and efficiency in performance. This will bring enough impact on TQM if officers are well motivated financially to optimize their performance and give the best to the customers and the nation.

iii. **Non Financial Incentive**

There is empirical evidence that even with adequate salary customs officers may still not be motivated; more money does not automatically imply higher motivation and higher performance. On the other hand, even without an adequate salary and under poor working conditions, there are highly motivated and performing officers. In fact, there is common agreement that financial incentives are insufficient, non-financial incentives are thus an essential component to increase staff motivation and improve performance that will enhance total quality service to customers and nation. To strengthen the motivation of staff, many will like to suggest that a mix of financial and non-financial incentives be most effective. In particular, the importance of efforts related payment schemes, performance targets for individual or groups, individual career development should be addressed. Officers should be encouraged to go for higher education to improve their worth and skill and such adequate positioning and promotion should be given to such skilled officers.

Again, the introduction of some form of competition, for example, by means of benchmarking, or award schemes should be recommended. Core aspect of Total Quality Management should be a major principle of 'NCS'; in particular the establishment of a quality

culture, of quality circle for participatory problem assessment, team building, supportive supervision and feedback.

Another good practice can still be identified. For example, the introduction of refreshers training course which will enable the officers and men of the service not to lose memories of what they know and what they ought to know as regard their career; and this seem to have led to very high retention of programmes of customs and acquisition of new experiences and a result will continue to give their best performance.

An award scheme, closer supervision and team-building efforts has improved both some service output indicators and the motivation to stay in rural border stations or areas that are termed 'Bad Posting' or 'non-lucrative areas' in Customs postings.

Other non-financial incentive areas are building of staff schools for the staff children, good hospitals, good housing scheme and accommodation for officers at a subsidized rates, timely pension and gratuity packages after service and a lot more incentive packages can go a long way to motivating officers and bringing good performance to the satisfaction of the teeming customers and stakeholders,

The introduction of performance payment was considered a challenge; it is difficult to implement and apply those performance criteria, given political interference and lack of good governance, such as in transparency and corruption as well as nepotism. With respect to allowances and financial incentives, let it be mentioned that their effect on the motivation of staff was often temporary in nature because they are soon considered as part of the general benefit package.

Meanwhile, non-financial incentives do play an important role when it comes to increasing motivation of officers; also resources poor-setting. However, the challenge remains to find tools that are sustainable and easily applicable in a transparent way. Another challenge is to develop simple and practical methods to monitor the impact of incentives on officers' motivation.

2.11.1 **Why Join the TQM Train?**

An organization should join the TQM train because of the following reasons:

i. Customers expect sharply higher levels of service quality.
ii. Some of the competitors if it is in the manufacturing organizations are already working flat out (or getting ready) to entice their customers with higher perceived value than they are offering.

iii. To the victor go the spoil.

iv. No matter where an organization is in the industry; if the organization does not have an aggressive plan to drastically improve its service/quality levels, it is already behind and is in real serious problem. The organization may be on its way to becoming victims of the service quality resolution as it clings to the old management order.

2.11.2 **Delivering Quality for Organizational Success**

To achieve total quality, all employees must understand and practice the five (5) golden rules for delivering quality first time, all the time and respect the five dimensions of customers requirements.

i. Understand and agree to customers need and expectations.

ii. Understand your potential capabilities present and future and do not compromise more than you can deliver.

iii. Deliver agreed customers requirements without exceptions.

iv. Continuously seek to improve performance while meeting customers' requirements.

v. Understand that the customer is first.

2.11.3 **Benefits Accruing To TQM as a Result of Motivation**

The following benefits can be mentioned as a result of motivation to TQM:

i. Employee morale and sense of belonging.

ii. Remove barriers to workmanship by providing adequate training and equipment and encouraging pride in work.

iii. Encourage education and self-improvement at every level (including training statistical process control techniques).

iv. Create a climate where quality improvement is embedded in the culture of organization from top to bottom.

v. Introduce participatory leadership style in order to achieve employee cooperation.

vi. Effective handling of customers complaints.

vii. Creating a better communication system from top to bottom for good flow of information in order to encourage management – employee's commitment and understanding of objectives.

viii. Develop an across-the-board approach to cooperation and team work.

ix. Everyone from top management down must learn the new philosophy (that is of continuous improving customer satisfaction).

x. Finally, due to motivation, employee's statement of the organization's mission (aims and objectives) can be created and

published; and ensure that managers constantly demonstrate their commitment to it.

2.12 **The Brief History of Nigerian Customs Service n Nigeria**

No history of Nigeria Customs Service will be told without first discussing about the man who is at the center of establishing customs department as a revenue quality department and that man is Sir Taubman Goldie. Sir Taubman Goldie who was born in 1846 was an engineer in the British army. He left the army suddenly when the death of one of his wealthy relative left an unexpected wealth on him. Taubman went into trading business and it was this trading that brought him to the Niger area of Nigeria around Onitsha in Anambra State. At that time of his arrival, there was an unhealthy rivalry among the British trading interests and this rivalry was generating instability and confusion in the trading business in the delta area. It was at this critical period that Goldie, on invitation was given the task of uniting these rivalry trading groups into a single united company. In 1879, these small quarrelsome companies were united into a single well organized, managed and powerful company with a new name United African Company (UAC). It could be recalled that this was an era of ignoble trading in human beings called slave trade which was predominantly common in some of the Southern Coasts of Delta regions of Calabar, Opobo, Burutu and Badagry.

Fortunately, the legitimate trade of Taubman Goldie took over from the illegitimate trade of slave trade and the Royal Niger Company of Goldie was at the center of it all. This trading company later metamorphosis around the Niger Delta and deeper into the hinterland as far as Lokoja in the then Kabba province.

As soon as the reconciliation of these small quarrelsome companies was done, Taubman signed many treaties with kings and chiefs in the Niger Delta; thus creating a monopoly for the UAC. After effecting the establishment of UAC, Goldie discovered yet another problem, that of the non existence of a police force, courts of law, revenue collectors, good roads and a transportation system and a defined government to man and operate a big company like the UAC into a government of sorts was formally granted in 1886, and the company's name was subsequently changed to Royal Niger Company. Enclosed in the charter were the rights and privilege granted the company. These rights are as follows:

i. To govern both sides of the river Niger.
ii. To collect customs duties (revenue generation) to run the government. This revenue is important and basic because running a government means maintaining a police force, law courts, and other arms of government. This was the beginning of Custom activities in Nigeria and the birth of a major generator of revenue for the Federal Republic of Nigeria.

In 1891, the Nigeria Customs Service was successfully born with a bouncing baby ready to take the vital responsibility of generating the revenue to run the national economy.

Management of business activities develop as a result of growth in the scope of business operation. This growth separates the owners of the business from those managing them and leads to the stewardship role of managers. The constant need for managerial ability due to the competitive environment in which they operate brings about various techniques used in maintaining corporate success.

2.13 **Current Status of TQM Implementation in Nigeria Customs Services [NSC]**

In developing total quantity culture in Nigeria Customs Service, one important step is to develop an operation team of commission officer and non commission officers who would be committed to the quality process and develop a true quality attitude [Low and Peh, 1996]. Thus the commission officers should only select non commission officers [men] that are inspectorate cadres, who have demonstrated quality attitude and work performance on previous jobs. Low and Peh [1996] outlined some basic step to implementing TQM in any service provider such as NCS.

i. obtains the commitment of the client to quality
ii. Generate awareness, educate and change the attitude of staff.
iii. Develop a process approach toward TQM.
iv. Prepare project quality plans for all levels of work.
v. Institute continuous improvement.
vi. Promote staff participation and contribution using quality control circle and motivation performance.
vii. Review quality plans and measure performance.

Burati and Oswald [1993] explain that TQM may be implemented in three phases namely:

i. The exploration and commitment phase.
ii. The planning and preparation phase.
iii. The implementation phase.

Other school of thought like Chileshe (1996), showed that some service provider organizations were reluctant to implement because they felt the international standard organization (ISO 9000) series was enough and that they did not want to subject their employees to anymore "cultural shock." Such organization also felt that there were other more pressing issues to consider, such as survival. In addition Love et al (2000) noted that service provider organizations like NCS have abstained from implementing the TQM practices because they feel that the short- term benefits are relatively minimal. Brigger (1990) suggested that the management system must be flexible, sensitive to effective communication, and continually improving.

In conclusion, Nigeria Customs Service should realize that results cannot be gained overnight and that organization needs time to adopt, change and learn. The biggest hurdle so to say for an organization is to change its status quo and develop a culture that will support TQM. Nevertheless, an understanding of TQM requirements (including customer-supplier involvement, continuous improvement, top management commitment etc), strategic review of education and implementation plans, provision of ample budget and resources, team work, training and timely feedback.

Although, some problems can be highlighted facing the total implementation of TQM in Customs Service:

i. The management is fully yet to understand the concept and philosophy behind TQM.
ii. Again, unless NCS is very motivated, the impetus from the government authorities may be needed. This may include government grants for Customs Service to undergo training in TQM.

In spite of these problems, TQM embraces the philosophy, principles, procedure, and practices necessary for providing customer satisfaction as well as achieving a higher service and business performance in Customs. Commitment and perseverance are necessary when embarking on this journey.

2.14 **A Review of Studies on Performance**

Investing in people is the national standard that sets a level of good practice for training and development of people to achieve business goals. The standard was developed during 1990 by the National Training Task Force (NTTF) in partnership with the leading organizations, personnel, and professional and employee organizations. It provides a framework for improving an organization's performance and competitiveness, through a planned approach to setting and communicating objectives and developing

people to meet these objectives. The result is that what people can do and are motivated to do, match what the organization needs them to do. The process cycled and should engender the culture of continuous improvement.

Accurate performance reviews have a great impact on motivation and TQM. As Tray Vikesland explains in his article 'use the performance review to motivate employees' accurate and inaccurate performance review and indeed whether performance reviews are performed at all have a profound impact on employee motivation. Vikesland further explains how accompanying pay increases can drive unproductive behaviors, and in fact, can serve to de-motivate employees in certain combinations with performance reviews. He contends that one of the key determinants of employee motivation is the accuracy of the performance review and pay increases. Tray Vikesland claims that inaccurate reviews de-motivate employees even if a pay increase is offered. He also points out that reviews should be on-going yearlong process where feedback, support and coaching is provided to enhance performance as opposed to a once a year exercise with no support for development. Vikesland's assertions regarding the relationship between performance reviews, pay increases and employees motivation resonates with some of the service providers. Experience has shown that some supervisors are

fearful of providing particularly negative feedback and even giving positive feedback can be a source of anxiety for some.

The result is that, in these cases, often the supervisors simply avoids to provide the feedback altogether if their organization allows this to happen, which denies subordinates the opportunity to address performance issues and further develop. I also agree Vikesland's view that it is the accuracy of the review that is most important and that pay increase can serve to drive unproductive behaviours and act as a de-motivator if combined with an inaccurate review. I believe that performance reviews are fundamental leadership activity. It is a powerful instrument in the leader's foot box if used appropriately. Performance reviews provide leaders exceptional opportunities to connect with employees. However, as Goleman (2002) points out in his book "The New leaders" that trust is a critical element that must exist to foster learning and resonance.

Performance reviews provide an opportunity for leaders to build trust and a strong and enduring connection with their subordinates. Developing a coaching leadership style will provide the leadership behaviors that value the importance of providing feedbacks to individuals. It equips leaders with the confidence and skills to work collaboratively with the subordinates to address performance issues and areas for development. My observation is that respond positively

to, in an environment where mutual trust and respect exist and a leadership training style is applied. Even though feedback can be a rich source of motivation if the leader is open, straight-forward, and has established trust with the individual employee. As Vikesland reminds us, it is the accuracy of the review that counts when considering motivation. Inaccurate reviews have the potential to create the very 'bad' environments that Goleman warns us to avoid in the quest for resonance, connection and motivation. Inaccurate reviews, in a sense, violate trust and have the potential to sabotage employee relationships and are therefore de-motivating. Vikesland contends that inaccurate performance reviews combined with no pay increases, not only de-motivate, but may also lead to high employee turnover rates.

Therefore, in conclusion, there is strong case for leaders to adopt a coaching leadership style and in so doing ensure that they open, straight-forward, honest and sincere when providing feedback to employees through performance reviews where this is an ongoing year long process to nurture and foster employee motivation.

Performance is reference to as being about doing the work, as well as being about the result achieved. The level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits (Burney et al, 2007). Motivation is

an inner drive or an external inducement to behave in some particular way, typically a way that will reward. (Dessler, 1978). Over-achieving, talented employees are the driving force of all firms so it is essential for the all the organisation to strive to motivate and hold on to the best employees (Harrington, 2003).

In fact, a performance management system aims at improving the results of people's efforts by linking these to the organisation's goals and objectives. It is ideally, the means through which employees' performance can be improved by ensuring appropriate recognition and reward for their efforts, and by improving communication, learning and working arrangement. Performance Management must be considered as part of overall Performance Management System and cam be viewed as the process of quantifying the efficiency and effectiveness of actions. It is common practice in public sector performance management literature to talk about the three 'Es' of Economy, Efficiency, and Effectiveness. A good performance measurement approach should consider measuring and assessing the three Es:

i. **Economy**

- Procurement and delivery of inputs.
- Human, physical and financial resources.
- Quantity and quality.
- Cost element.

- Timeliness
- Operational level.

ii. **Efficiency**

- The optimal transformation (activities) of inputs into outputs (UNDP).
- Utilisation of means to achieve results and objectives.
- Rational use of resources.
- Least costs, maximum results/return.
- Activities in perspective of results.
- Work planning and timeliness.
- Tactical levels.

iii. **Effectiveness**

- The extent to which a programme or project achieves its immediate objectives or produces its desired outcome (UNDP)
- Achievements of results, objectives, goals.
- Focus on target groups, beneficiaries, clients
- Medium and long-term perspective
- Much more difficult to measure and assess
- Strategic level.

2.15 **Conclusion and Impact**

The study has investigated the influence of work motivation, leadership effectiveness and commitment on employee performance in Nigeria Customs Service. It was revealed that all the independent variables jointly and relatively contributed to employees (officers) performance. It has been revealed also that leadership effectiveness and commitment contributed mostly to workplace and followed by work motivation that sees to efficient service to customers. This implies that leadership effectiveness and work motivation are synonymous in bringing effective productivity among officers in the workplace. As we all that an effective leader is customer oriented or conscious and who can empower or motivate his workers to bring out the best in them in order to satisfy his customers. It is worthy of note that employees will not engage in continuous improvement activities without commitment from the senior managers, a culture for improvement and effective mechanism for capturing individual contributions. In other words for continuous improvement and high level performance of the organisation staff, the organisational managers must exhibit a genuine commitment.

Therefore, since started many years ago, the level of quality awareness has largely increased. Improvements in quality services are highly noticeable. Quality culture is an integral part of Customs Service and often officers came forward with ideas on how best to

perform their jobs and deliver better quality services to customers. Time has gone when ideas and decision are sole responsibility of senior management to effect quality; responsibility is claimed by all employees from top to bottom.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 **Introduction**

In this chapter the study will dwell on methods with which to carry out the research, bearing in mind the limited resources and time to complete the research work. The research questions would be reviewed if need be for purpose of testing the hypothesis, which would tend to answer the research questions.

More so, this chapter is the design of study. It covers sub-topics such as study population, sources of data, sample size, data collection instrument, method of data presentation and analysis and limitation of the methodology.

3.2 **Research Design**

The research design is referred to the structuring of investigation aimed at identifying variables and their relationship to one another. It provides procedural outline for the conduct of any given investigation. For the purpose of obtaining data to enable the researcher test hypothesis or answer research questions, an outline or a scheme that serves as a useful guide to help the researcher in his effort to generate data for the study becomes highly necessary.

Let it be mentioned here that no such research design will ever be suitable for investigating all educational problems. In selecting a particular research design the relevance of the proposed design to the research purposes and its economic impact in terms of time and materials need to be considered.

3.3 **Characteristic of the Study Population**

The population of this study is the officers and men of the Nigeria Customs Service which include management team who are responsible for the actions of their subordinate, other members of staff that deal directly with external customers and stakeholders. However, this study will cover some Customs formation in Lagos Zone A comprising of Apapa seaport, Tin Can Island seaport, Customs Training College, Ikeja, Federal Operation Unit, Ikeja, Zonal Headquarters Hervey Road, Lagos.

The population size is 8556, however, the characteristic of the population which will include sex, age, marital status, educational/professional qualifications to mention but a few are necessary in the choice of sampling techniques.

3.4 **Sampling Design and Procedure**

First of all, all Customs formation selected around Lagos Zone A were screened to know those that have really implemented TQM

using motivation as a parameter. A stratified random sampling procedure was adopted in choosing the five Customs formation in the Zone.

In order to ensure proportionate representation, the sample size will be made up to 500 of the whole population using the simple random sampling procedure for the utilization of the questionnaire and interview.

3.5 **Data Source**

Data for this study were obtained from both primary and secondary sources. The primary data obtained from structured questionnaire administered to target respondents during the field survey. Personal interview was also used to obtain primary data.

The secondary data were obtained mainly from material containing information relevant to the subject matter of TQM, motivation and performance from various sources such as Nigerian Customs service journals and seminar papers and published materials and other materials from libraries.

3.5.1 **Data Collection Instrument**

Discrete research questionnaire designed in such a way that respondents would be able to understand the objectives of the study and give articulate answers were administered. The way and manner the research instrument was designed would be to eliminate any form of ambiguity. The questionnaire was classified into four section (4) sections

The question in each of the section required the respondent to show his/her degree of observation of the variables as it reflects his/her own opinion on a 5 points like-scale statements were made in which the officers were either to strongly agree, agree, undecided, disagree and strongly disagree. The last part of the questionnaire consist of an open-ended questions.

3.5.2 **Validity and Reliability of Research Instrument**

The questionnaires were pre-tested through pilot studies and certified to be valid and reliable. Validity of measurement is relation to the measuring instrument and refers to the degree or ability of the instrument to measure what it is designed for.

According to Asika (1991), reliability is defined as the consistency between independent measurements of the some phenomenon. Reliability is then the stability, dependability and predictability of

measuring instrument. It is concerned with the degree in which a test instrument consistently measure what it intends to measure. In effect, an instrument is regarded as valid or effective when such instrument is able to achieve the research objective.

The measuring instrument applied in this study namely structured questionnaire is carefully designed in such a manner that it helps us to collect order to maximize the reliability of the data collection instrument, ambiguous questions were avoided bearing in mind the diversity of the people.

The questions were short and simple. This helped the researcher to obtain what is considered as accurate and consistent responses. The observation made also provide a check on the level of reliability of data collection.

3.6 **Data Presentation and Analysis**

The questionnaires administered were collected and analyzed using data analysis sheet for editing the responses. The responses were therein coded to ensure conformity with the focus of analysis in order to ensure that there were no errors that may cause inconsistency if they were used for analysis.

The procedure for analyzing collected data deal with the technical procedures needed to carry out the statistical or quantitative analysis. For the purpose of this study, the researcher adopted a descriptive approach of data analysis in which simple absolute numbers percentage (%) percentiles and appropriate table shall be used in the bid to explain the course of analysis. This simple percentage/percentile approach is used for analysis in order to have an accurate analysis with a very low chance of error.

The statistical tools for the resources are the Chi-Square order correlation to explain the course effect relationship that exists between TQM and corporate motivation and performance in the Nigeria Customs Services.

3.7 **Limitations of the Methodology**

During the course of the research work, the researcher encountered some difficulties, which posed as limitations, this includes time constraint. Time was a major problem, since the researcher is full time civil servant. So leaving my tight schedule of work in the office to conduct the research was a big problem.

Again, the reluctant attitudes of some respondents pose another problem and almost mined the research work. Administering the questionnaire was equally tasking and after giving out the

questionnaires, collecting them back was another problem. All these among others were problems encountered during the course of the research but glory to God, they were adequately tackled.

CHAPTER FOUR

DATA REPRESENTATION AND ANALYSIS

4.1 **Introduction**

Data presentation is based on the data collected through the distributed questionnaire.

Table 4.1: Analysis of the Respondents Pattern of Response

Respondent Class	Number Of Questionnaires distributed	Number Of Questionnaires Returned	Percentage of Questionnaire returned
Assistant comptroller and above	171	121	74.76%
Assistant superintendent - Chief Superintendent	260	228	87.69%
Assistant Inspector – Chief Inspector	44	29	65.91%
Custom Assistant - senior comptroller	25	14	56%
TOTAL	500	392	78.4%

From the above table, it can be deduced that there was a good response from all the levels. The topmost management cadre, which consist of the officers in the level of assistant comptroller general and above, there was a good response of 74.76%. Furthermore, the middle management cadre in service (the supervisors) showed the highest response of 87.69%.This is between the ranks of Assistant Superintendent to chief inspector. Also, operators in service, which are officers between the ranks of the assistant inspector, to chief inspector, responded to the tune of 65.91%. Finally, the lowest cadre in service, which are between the ranks of customs assistant to the senior custom assistant, there was a 56% response. This amount of data collected gives a good representation of the Nigerian customs service and it shows that their response will actualize the aim of this analysis study.

4.2 **Data Presentation and Analysis**

This chapter analyzes the collected data from the distributed questionnaires. The statistical method employed is percentage. The hypothesis formulated was tested with chi-square.

Table 4.2: Distribution by Age

AGE	FREQUENCIES	PERCENTAGE (%)
20 – 29	9	2.92
30 – 39	102	26.02
40 – 49	151	38.52
50 – 59	125	31.89
50 and above	5	1.28
Total	392	100

Source: Field Survey, 2010

The table shows that 2.92% of the respondents are between the ages of 20 – 29 years, 26.02% are between the ages of 30 – 39%, 38.52% are between the ages of 40 – 49, 31.89% are between the ages of 50 – 59 while 1.28% are 59 years and above.

Table 4.3: Distribution by Sex

SEX	FREQUENCIES	PERCENTAGE (%)
male	294	75
female	98	25
Total	392	100

Source: Field Survey, 2010

The table above shows that 75% of the respondents are male while 25% of them are females.

Table 4.4: Distribution by Marital Status.

MARITAL STATUS	**FREQUENCIES**	**PERCENTAGE (%)**
Single	130	33.16
Married	262	66.84
Total	392	100

Source: Field Survey, 2010

From the table above, 33.16% of the respondents are single while 66.84% are married.

Table 4.5: Distribution by Educational qualification

QUALIFICATION	**FREQUENCIES**	**PERCENTAGE (%)**
WASC/SSCE/GCE	21	5.3
OND/NCE	71	18.11
HND/BSC	232	59.19
Post Graduate	68	17.35
Total	392	100

Source: Field Survey, 2010

From the table above, 5.3% of the respondents have WASC/SSCE/GCE qualification, 18.11% have OND/NCE qualification, 59.19% have the respondents have the HND/B.Sc. qualification while a 17.35% have the postgraduate qualification.

Table 4.6: Distribution by Years of Experience.

OPTIONS	FREQUENCIES	PERCENTAGE (%)
1-5	16	4.0
6-5	23	5.8
11-15	72	18.3
16-20	227	57.9
20 and above	54	13.8
Total	392	100

Source: Field Survey, 2010

From the table above, 4.0% of the respondents are have between 1-5 years of working experience, 5.8% have 6-10 years experience, 18.3% have 11-15 years of work experience, 57.9% have 16-20 years experience while 13.8% have 20 and above years of work experience.

Table 4.7: Distribution by Position Held

OPTIONS	FREQUENCIES	PERCENTAGE (%)
AC and above	82	20.9
ASC-CSC	262	66.8
AIC-CCI	31	7.9
CA-SCA	17	4.3
Total	392	100

Source: Field Survey, 2010

From the table above, 20.9% of the respondents are in position of AC and above, 66.8% are between the positions of ASC-CSC, 7.9% are of

AIC-CCI positions, while the remaining 4.3% are in the CA-SCA rank.

4.3 **Hypothesis Testing**

In other to deduce the facts from the above displayed data, the tabularized data would be subjected to a statistical test. The hypothesis will be accepted or rejected based on the result of the statistical test. For this research, the chi-square statistical test is adopted.

The formula for chi-square is:

$$X^2 = \frac{\sum (O - E)^2}{E}$$

Where:

$\sum$ = Summation

O = Observed frequency

E = Expected frequency

d.f = Degree of freedom

DECISION RULE

If the computed value is greater than the critical value, the alternative hypothesis is accepted. If the computed value is less than the critical value, the null hypothesis is accepted.

Expected Frequency, E.F = (row total x column total)/ grand total)

4.3.1 **Hypothesis One**

H_1: There is a significant relationship between total quality management (TQM) and motivation in the Nigerian customs service.

H_0: There is no significant relationship between total quality management(TQM) and motivation in the Nigerian customs service.

TABLE OF OBSERVED FREQUENCIES

Response	**Male**	**Female**	**Total**
Strongly agree	15	13	28
Agree	269	80	349
Undecided	6	5	11
Strongly disagree	0	0	0
Disagree	4	0	4
TOTAL	294	98	392

Degree of freedom = (r-1)(c-1)

= (5-1) (2-1) = 4

The level of significance, selected at 1%, the critical value = 13.28

Determination of Expected Frequencies

Fe11 = (28*294)/392 = 21

Fe12 = (28*98)/392 =7

Fe21 = (349*294)/392 = 261.75

Fe22 = (349*98)/392 = 87.25

Fe31 = (11*294)/392=8.25

Fe32 = (11*98)/392 = 2.75

Fe41 = (0*294)/392 = 0.0

Fe42 = (0*98)/392 = 0.0

Fe51 = (4*294)/392 =3.0

Fe52 = (4*98)/392 = 1.0

CHI SQUARE CAUCLATION TABLE

F_0	F_e	$F_o - F_e$	$(F_o - F_e)^2$	$(F_o - F_e)^2/F_e$
15	21.0	-6	36	2.40
13	7.0	6	36	2.78
256	261.75	-7.25	52.56	0.19
80	87.25	7.25	52.56	0.66
6	8.25	-2.5	6.25	1.04
5	2.75	2.25	6.25	1.25
0	0	0	0	0
0	0	0	0	0
4	3	1	1	0.25
0	3	-3	9	0
				8.75

Chi-square (X^2) = 8.75

DECISION RULE

From the computation in the table above, since the calculated chi-square value is lesser than the tabulated chi-square value, we therefore accept the null hypothesis that there is a significant relationship between total quality management and motivation in the Nigerian customs service.

4.3.2 **Hypothesis Two**

H_1: There is a significant relationship between total quality management and performance in the Nigerian customs service.

H_0: There is no significant relationship between total quality management and performance in the Nigerian customs service.

TABLE OF OBSERVED FREQUENCIES

Response	Male	Female	TOTAL
Strongly agree	17	11	28
Agree	255	78	333
Undecided	5	6	11
Strongly disagree	1	1	2
Disagree	16	2	18
TOTAL	294	98	392

Degree of freedom = (r-1)(c-1)

= (5-1) (2-1) = 4

Determination of Expected Frequencies

Fe11 = (28*294)/392 =2.0

Fe12 = (28*98)/392 = 7.0

Fe21 = (333*294)/392 = 249.75

Fe22 = (333*98)/392 = 83.25

Fe31 = (11*294)/392 = 8.25

Fe32 = (11*98)/392 = 2.75

Fe41 = (2*294)/392 =1.5

Fe42 = (2*98)/392 = 0.5

Fe51 = (18*294)/392 = 13.5

Fe52 = (18*98)/392 = 4.5

F_0	F_e	$F_o - F_e$	$(F_o - F_e)^2$	$(F_o - F_e)^2/F_e$
17	21	-4	16	0.94
11	7	4	16	1.45
255	249.75	-5.25	27.56	0.11
78	83.25	-5.25	27.56	0.35
5	8.25	-3.25	10.56	2.11
6	2.75	3.25	10.56	1.76
1	1.5	0.5	0.25	0.25
1	0.5	-0.5	0.25	0.25
16	13.5	2.5	6.25	0.39
2	4.5	-2.5	6.25	3.13
				10.74

Chi-square , X2 = 10.74

DECISION RULE

From the computation in the table above, since the calculated chi-square value is lesser than the tabulated chi-square value, we therefore accept the null hypothesis that there is a significant relationship between total quality management and motivation in the Nigerian customs service.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECCOMMENDATIONS

5.1 **Summary or Synopsis of the Study**

In as much as many contributors to the literature relating to Total Quality Management provide an in depth cover relating to various facets of TQM; this study examines the impact of Total Quality Management on motivation and performance.

The analysis in chapter four shows that Nigeria customs service (NCS) had embraced Total Quality Management as a transformational strategy which have resulted in reactivating and reinventing a new progressive, stable and successful Nigeria customs service in terms of its increasing growth on earnings, improvement in the status, social and cultural as well as the standard of living of the officers.

This chapter aims at highlighting the salient points discovered or revealed in the cause of carrying out this study. Implication of such findings is made known and a logical conclusion is arrived at. Recommendations and suggestions for further studies are succinctly presented.

5.2 **Summary of Findings**

This study has shown that the impact of TQM on motivation and performance has resulted in increase in output, efficiency and low labor turnover and TQM has helped organizations in general, and Nigerian Customs Service in particular to develop the strengths in order to archive comparative advantage.

In view of the above, the major findings from the analysis of data are highlighted as follows:

i. The impact of TQM on motivation and performance include the achievement of quality in everything including people, process, products and services. Therefore, TQM offers benefits to customers, employees and other stakeholders.
ii. The impact of TQM on motivation is that it improves staff , brings speed in service delivery, thereby boosting service level of the organization – Nigeria Customs Service as well as customer's satisfaction.
iii. The introduction of TQM on motivation in government parastatals has greatly improved the quality of the organization's services and has positive impact on the procurement method in the Nigerian Customs Service.
iv. The impact of TQM on motivation and performance is that it helps to achieve objectives by drastically redefining the

meaning of quality by forcing organizations to adopt measures aimed at reaching the cost of failure in particular and the cost of quality in general.

v. The level of customer's satisfaction has increased in Nigeria customs service, due to the introduction of TQM. This implies that, with the application of TQM in Nigeria Customs Service, quality of service improved and customers are satisfied.

vi. The challenges of development are possible through practical effective implementation of TQM in Nigerian Customs Service. By the result of this analysis, it is however observed that apart from implementation of TQM, other factors can contribute to the development of the organization e.g. motivation.

vii. The implementation of TQM and its impact on motivation and performance has really shown positive development and has improved the business of relations between customer's service and its teeming business associates.

viii. TQM as an effective strategy for improving business performance in most cases as a result of motivation seeks to satisfy organization's customers and improve their overall performance.

ix. As a result of the implementation of TQM especially as it concerns its impact on motivation and performance in Nigerian Customs Service, numerous challenges affecting the customs

service productive, economic, social, cultural development and growth has been attended to.

5.3 **Discussions and Implications of Findings**

It is from the study conducted that the introduction of Total Quality Management has greatly affected the Nigerian Customs Service performance.

Management is hereby advised to conduct Total Quality Management performance enhancement review from time to time through reliable management consultancy firms so that appropriate recommendations can be made on what to do with a view to improving the Nigerian Customs Service (NCS) performance.

Furthermore, research conducted shows most of the respondents saying that if adequate salary which is commensurate with the level of efforts put into the job is paid to the officers depending on grades, it would help to boost the best performance in the officers and as well as reducing the level of employees turnover.

More so, the research also revealed that if other motivational factors such as housing, schools for officers children, hospitals, training are put in the organization, that will enhance the best performance of officers and men, and customers will be satisfied.

Again, decision making systems should be decentralized with certain level of authority delegated to appropriate staff. Complaints and requests should be attended to promptly while feedbacks on Total Quality Management are sought from employees and customers of the service.

It will be advised that the customs management should set-up motivation and performance reviews committee to be assigned the responsibility of investigating the level of motivation and performance. While deviations from the set standards are reported promptly and adequate measures are taken. Opinions should be sampled periodically from the officers and men of customs so that variables affecting them are dealt with.

5.4 **Conclusion**

The study examined "the impact of Total Quality Management on motivation and performance – a case study of Nigeria Customs Service". The study is carried out in five major customs area command in Lagos Zone "A" alone, namely- Apapa, Tin-can Island sea port, Seme-border, customs training college and Zonal headquarters only. The conclusion is based on the analysis of the study, and they are as follows.

i. The impact of TQM using motivation to showcase higher performance has led to improve methods and higher level of services that help the Nigeria Customs service to continually position themselves for the purpose of remaining competitive and effective among all other customs of the world.

ii. The dreams of economic, social and cultural survival by customs service can now be achieved through TQM.

iii. Achievements of excellence through TQM will require a cultural challenge in the way Nigeria Customs service is being managed. The Officers must adopt a value system that will create enabling behaviors and action that will create an enabling environment for continued improvement quality services rendered and customer's satisfaction.

Finally, global business and regional economics are establishing quality standards, which place business restrictions on non-conformers but competitive advantage to organizations who comply with these standards.

5.5 **Recommendations**

This research discovers that the impact of TQM on motivation and performance is not only vital to customs service alone but to government parastatals for effective and efficient performance of that economic unit. In view of this, the following suggestions and

recommendations should be followed so as to enhance quality service and achievement of organizational goals, aims and objectives.

i. Quality should be a watch word for every customs officer and should always be a way of life to be achieved through excellence prudence. The main goal of customs service should always be to provide best services to satisfy their customers, stakeholder and to enhance trade facilitation. Every officer should be involved as a custodian of quality service.

ii. The support of customs top management is a must for TQM to achieve its objectives, especially when they pay much attention also to motivation.

iii. The effective application of quality improvement process and problem solving process will provide a framework for attaining the objective of TQM.

iv. To ensure that the impact of TQM on motivation is a continuous process in the Nigerian Customs Service.

v. Right conditions must be created. Being a new management style, all levels of officers should be encouraged and motivated to be part of the system and every officer must be part of the system and every officer must be carried along from the beginning.

vi. Establishment of an open development and challenging climate for effective implementation of TQM in Nigeria Customs Service.

vii. Meanwhile, expecting immediate pay back is unnecessary and unrealistic because it takes time to change old habits.

viii. The officers in charge of implementation of TQM program in the service should mot be too hot or too cold to subordinates, hence the use of motivation is paramount.

ix. Continuous training should be initiated in management policy of Nigeria Customs Service and participants should be highly motivated and encouraged to understanding the message of the course for efficient use in service delivery.

x. Management should not take on too many projects at a time there should be a clear definition of results expected from the implementation of TQM if its impacts is to be felt by use of motivational factors which can enhance quality performance.

xi. Finally, the deductions made from the study shows that with effective leadership and staff motivation of subordinates, TQM principles will be efficiently learnt and understood and implemented.

5.6 **Suggestions for Further Studies**

The impressions that TQM is a Japanese concept which may not work here, in other words it is another management program which is bound to fail like previous ones, calls for further research. To allow for generalization, the study should be carried out in future with a large sample size. This is suggested so that the quality of

decision taken by any organization should confidently bring out the best from the study.

All top managements, middle managements, and subordinates should be involved in taking strategic decisions for the organizations. By so doing, every employee will have sense of belonging to the organization; thereby improving on officers or employees performance so that individual lesser objectives as well as organization corporate objectives will be mutually achieved. Meanwhile, some researchers are entreated to undertake studies on factors affecting the success and full impact of Total Quality Management in third world countries like our – Nigeria.

It is also suggested that a similar study be done in different organizations and countries so that the actual impact of Total Quality Management on motivation and performance will be determined. Through these studies, it is hoped that al the stories made about Total Quality Management in all levels of the organization will totally be clear.

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APPENDIX I

QUESTIONNAIRE

Dear Respondent,

I am a postgraduate student of Ahmed Bello University (ABU), Zaria, conducting a research on " The Impact of Total Quality Management on Motivation and Performance. A case study of Nigeria Customs Service" in a partial fulfillment of the requirements for award of Master in Business Administration (MBA).

Your organization has been selected for this academic exercise and it will be appreciated if you would kindly give your sincere opinion to the questions in the attached questionnaire. By so doing, you will be contributing to the growth of useful knowledge in the business and academic world. We assure you that any piece of information you provide would be treated confidentially and your name would in no way be quoted in this study.

Thanks for your cooperation.

Yours Sincerely,

Enu, Charles Obiora

(MBA/Admin/11197/2007-2008)

PART A: BIO DATA

Please indicate by ticking in the appropriate box

1 Age

20 – 29 ☐

30 – 39 ☐

40 – 49 ☐

50 -59 ☐

59 and above ☐

2 Sex

MALE ☐

FEMALE ☐

3 MARITAL STATUS

SNGLE ☐

MARRIED ☐

OTHERS ☐

4 Educational Qualification:

WASC/SSCE/GCE ☐

OND/NCE ☐

HND/BSC ☐

Post Graduate ☐

5 Years of Experience

1-5 ☐

6-10 ☐

11-15 ☐

16-20 ☐

20 and Above ☐

6 Position Held

AC and Above ☐

ASC – CSC ☐

AIC-CCI ☐

CA-SCA ☐

OTHERS ☐

PART **B**

Please respond to each of statement by ticking the appropriate box on the following

Scale:

Strongly Agreed

Agreed

Undecided

Disagreed

Strongly Disagreed

S/N	Statement	Strongly Agreed	Agreed	Undecided	Strongly Disagreed	Disagreed
1	Total Quality Management offers benefits for customers, employees and other stakeholders.					
2	Motivation boosts the performance of the NCS officers and is affected by the application of TQM in NCS.					
3	The introduction of TQM in government parastatal or establishments has greatly improved the quality of the organization's products and services vis-à-vis, NCS					
4	In a Total Quality environment, all employees(officers) are equipped with problem					

	solving skills and techniques.					
5	The TQM, using motivation culture improves staff morale, brings speed discharging of services as well as customers satisfaction.					
6	TQM is better aimed at strengthening weak areas within the Nigeria Customs Service while motivation assists in developing the strength in order to achieve comparative advantage					

S/N	Statement	Strongly Agreed	Agreed	Undecided	Strongly Disagreed	Disagree
7	Total Quality Management is a customer-focused performance enhancing tool, which can be applied					

	in any type of organization.					
8	Has improved salary package of officers bought any impact on TQM in removing waste, errors, long cycle time and delays in cooperation, doing the right thing, right on time, at the first time and every time.					
9	The impact of TQM on motivation has gingered great improvement on Nigeria customs officers performance and the level of customers satisfaction has increased					
10	Due to the introduction of motivation on TQM in Nigeria customs service, to achieve objectives, each group focus on quality and how to build it into the business and management of the NCS					

OPEN ENDED QUESTIONS

Q1 Recently your salary package was increased by 100%, has the increase enhance the quality of your performance?

.....

.....

.....

.....

Q2**.** Do you feel more comfortable doing you work without any other type of incentives like housing, school for children, hospital?

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.....

Q3**.** what do suggest that would be the best motivating factors that would improve officer's performance more than more increase of salary?----------

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