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DEDICATIONS

This research study is dedicated to my sister Moreblessing, Jabulani, my father and late mother for the support they provided until this end. Not forgetting my best friend Loreen and my other family members. May the good Lord bless you all!!!!

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ABSTRACT

This study was aimed at looking at the impact of QMS on company performance. The QMS which was mainly focused on was ISO 9001:2008. The background of the study unpack the key issues that drives the researcher to carry on a study on that area, which continuous decline in sales and very low customer satisfaction index. The research objectives were to determine how customer focus has an effect on customer loyalty, how leadership approach affect employee morale and the impact of continuous improvement on cost savings. Research questions were also present so as to answer the research problems. The research also highlighted the significance, limitations and delimitations of the research study. In chapter two there is the review of other related literature so as to bring the in depth understanding of the impact of Quality Management System on company performance. Exploratory and descriptive research designs were used. Out of a population of 330, 66 was drawn as the sample size which is 20%. Stratified and simple random sampling were used to draw the sample. Sample frame comprised of management, employees and customers. Research instruments used were interviews and questionnaires. Interviews were for management and questionnaire for customers and employees. Primary and secondary data sources were used also in data collection. The findings of the research were organizations might be customer focused hence no existence of customer loyalty, democratic leadership style influence positively workforce's morale and costs such as reworks and returns are greatly influenced negatively by continuous improvement strategies. The conclusion of the research revealed that leadership is the key factor which can lead to the failure of organizations which are ISO 9001:2008 certified hence there is a strong relation between QMS and company performance. The researcher also gave recommendations such as value addition training and retraining, loyalty programs, adoption of two or more leadership style, employee involvement in TQM and benchmarking against better other steel manufacturers.

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DEFINITION OF TERMS AND ABBREVIATIONS

Quality management systems is the set of entire activities that management execute in an effort to implement their quality policy and achieve the organizational goals.

- ISO - International Standardization Organization

- QMS - Quality Management System

- SM - Steelmakers

- TQM - Total Quality Management

- CI - Continuous improvement

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter highlights on the background of the study where the problem which has led to this study is being unpacked. It outlines the statement of the problem which gives an insight of the nature and the scope of the problem. Further the objectives of the research are given as to what the researcher seeks to establish as well as the related research questions. Then there is the significance of the study which highlights the importance of the study to Steelmakers Zimbabwe Private Limited, to Midlands State University and finally to the researcher. The relevant assumptions used when conducting the research are given as well as the delimitations. The limitations on the research are then given as well as chapter summary.

1.1 Background of the study

Quality management system is being defined as a set of coordinated activities to direct, evaluate and control an organization in order to continually improve the effectiveness and efficiency of its performance. International Standards Organization is the largest publisher of the QMS around the whole world and the examples of these are ISO 9001:2008 that QMS requirements and ISO 14001:2004 which is environmental management requirement.

If this ISO 9001:2008 is effectively implemented, it assures that the processes and the systems of an organization as well as adding value to the final output of the product and the services being received by the customer. The key principles guiding this ISO 9001:2008 are customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making and mutually beneficial supplier relationship. Magd & Curry (2003) studied on ISO 9001 in Egypt and they concluded that the most firms seek for ISO 9001 certification mainly for them to be able to stand the competition pressures as well as improvement of quality system efficiency.

A study carried on identifying the impact of ISO certification, Tzelepis et al (2006) conclude ISO compliance reduces managerial inefficiency as the findings shows that there is a negative relation between ISO and management.

In a study carried on by Douglas et al (2003) in evaluation of the ISO 9000 implementation in 104 companies in UK certified firms the results of the research were that after taking into consideration the views of professionals in quality who participated in that survey that ISO 9001 is a very positive system and is less disputing the criticisms of the old version. They also concluded that the main motive for organizations in UK to seek for ISO 9001 certification was for them to be able to be tendered for work but otherwise unattainable. After analyzing the above researches carried out in different countries, the researcher have recognized the need to research upon the reasons behind the failure of organizations which are ISO 9001:2008 certified in Zimbabwe. Since researches that have been done shows that the problem will be on the implementation, different motives and failure to understand the concept and the system of ISO. At times the organizations can manage to have the certification that is minor compliance but still facing so many challenges and problems behind.

Steelmakers Zimbabwe is ISO 9001:2008 certified, it receives its certification in 2005. Its earliest renewal after that was in July 2012 receiving a minor compliance certification. As of the third quarter ending July 30 2012, 2013 and 2014 Steelmakers marketing and quality departments conducted a customer feedback survey on 50 customers (Constructed a customer feedback form and the average results for each customer to get a customer satisfaction index for the organization).With the main factors covering on how the customers viewed the products as well as the services they were receiving from Steelmakers. Factors included time it takes for the product to be availed to the customer, if the product meet their requirements, time taken for order processing and their expectations, employee attitude to the customers and will they be able to recommend Steelmakers to other steel users. The survey was done through emailing as the other customers are internationally. The results were as following for those three years:

Table 1.1 Source: Internal cumulative customer feedback

Year	Results	Expectation
2012	85.7%	90%
2013	78%	89.7%
2014	50.52%	95%

Table 1.1 shows that customer satisfaction level is being declining after Steelmakers is ISO certified and by 2012 it was really doing well with its results hitting 85.7%, declining in 2013 to 78% and very poor in 2014 of 50.52%. These results are so because customers are not pleased with the services they are receiving from workers, order processing, handling of complaints and inflexible incoterms from organization. Ever since 2012 customer satisfaction index target has never been reached even though in 2012 Steelmakers was nearly there than in 2014. As depicted these results shows that there is continuous declining of customers' satisfaction index from 2012 to 2014.

Despite the ranges of benefits Steelmakers has been enjoying by being ISO 9001:2008 certified (internationally recognition, standing the pressures of competition). The period from 2013 Steelmakers has been facing so many complaints from customers on the issues of orders handling, processing and the quality of the products (Steelmakers, marketing 2013 cumulative report). This has led to major customers switch to other steel manufacturers for example Magic eye Pty Ltd from South Africa, it also lost many customers from 2011 which were from Zambia, DRC, Botswana, Kuwait, Malawi and South Africa. The growing rate of discontent from these major customers has led to some even returning the steel sections back to the yard of about 100 tons per month. Steelmakers had to cater for the costs incurred during transportation as well as returning of the products and reworks. The costs included were time wasted, transportation as Steelmakers has got some customers internationally, export and import fee and labor mainly the products would be returned in less tones. The rate of returns were even higher than the industrial average of 0.98% which by the year end in 2013 was 10.24% (2013 yearly report).

The sales volumes have been declining by 33.3% within 3 years that is from the year 2012 to 2014. This was as a result of the existence of major competitors like Sino steel Corporation and Lysaght steel since 2010.

These competitors have managed to dilute Steelmakers customers which were even selling the steel sections at a much cheaper price per ton. For instance at Sino steel the window sections LF7 was going for 590 ZAR while the same product was going for 750 ZAR at Steelmakers as at the year 2014 (MMCZ ,2014 contracts). As shown in table 1.2:

Table 1.2 Source: Steelmakers internal cumulative marketing quarterly report, 2014

Year	Tonnage	Expected
2012	5400	6200
2013	4590	6200
2014	1800	6200

Table 1.2 shows the sales at Steelmakers at cumulative third quarter of the year. The sales from 2012 never reached the target of 6200 tons even up to 2014. By 2012 the sales were 5400 tons, 2013 reached 4590 which were slightly lower and the lowest sales were recorded in 2014 which is 1800 tons. These results shows that the sales were declining year by year with of 3600 in 2014 and 2012.

As from 2012, many employees have been leaving Steelmakers looking for greener pastures due to harsh conditions of going to more than three months without receiving salaries. Those employees who have been experienced and competent left leaving the ones who have been incompetent behind, this problem have driven much to the now prevailing problem of low employee morale as being evidenced by too many excuses of not coming to work, too many applications for leave and coming to work late (Steelmakers log books).On 12 August 2015 78 employees were retrenched and 10 being managers (internal newsletters). The researcher carried

on the study on ISO 9001:2008 that is on the effect of customer focus on customer loyalty, determining the effects of leadership approach on employee morale and measuring the impact of continuous improvement on cost savings.

1.2 Statement of the problem.

Steelmakers is facing a problem of declining in the customer satisfaction index of the business from the year 2011 to 2014 as a result of failure to cope up with the changing customers' requirements whilst it has got a full operational QMS ISO 9001:2008. High labor turnover, declining in sales volume, loosing of customer and rejection of products are the problems faced by Steelmakers even though it has got a minor ISO compliance. In this research, the researcher have the study on leadership related issues on employee morale, customer loyalty issues, quality management issues (continuous improvement) effect on costs.

1.3 Objectives

- To determine how customer focus affects customer loyalty at Steelmakers.

- To show how leadership approach affect employee morale at Steelmakers.

- To determine the influence of continuous improvement on cost savings at Steelmakers.

1.4 Research questions

- Does being customer focused have an effect on customer loyalty?

- Does leadership approach have an effect on employee morale?

- Does continual improvement have an influence on cost savings?

1.5 Significance of the study

- **To the researcher**

The research project assists the student in the partial fulfillment of the requirements of the Bachelor of Commerce Marketing Management Honors Degree at Midlands State University. The researcher will also develop the much needed research skills for future use.

- **To the university**

The research can be used as reference material for other students at Midlands State University and other related academic institutions. It will also provide new information to the academic fraternity.

- **To Steelmakers Zimbabwe**

The organization will benefit from the findings of the research and improve on quality management systems in enhancing its performance. Management will also benefit through the different views of leadership commitment of QMS and add this to their already wealthy breadth of knowledge.

1.6 Assumptions

- Respondents gave honest and unbiased information and there was maximum cooperation from employees, customers and management at Steelmakers.

- The sample size used gave a fair analysis and data collection tools were effective.

- Enough resources were available which enabled the completion of the research in the stipulated time.

- The respondents understood the Quality Management System related language.

1.7 Delimitations

- The study is delimited to Steelmakers Redcliff, Kwekwe because that is where my work related learning took place.

- The departments covered were Marketing, Production and Quality Control.

- Secondary data period is delimited from 2010 up to 2015.

- Literature review is delimited from 1995 up to 2015

1.8 Limitations

- Company policies of privacy and confidentiality hindered full access to useful information.

- This research was carried out when Zimbabwe is facing high liquidity crunch, too much power cuts so it might be different when done in a more stable environment.

- As the information is coming from a sample of 66 respondents the data might not be adequate as well as the results can be different when more respondents are used.

1.9 Chapter Summary

This chapter looked at the background of the study, where the research gap and problem statement was also given so as to shed more light on the research problems. The researcher also highlighted the objectives which are aimed at being achieved in this concept of quality management systems. Significance of study, delimitation, and limitations of the study are also given. Different views on ISO 9001:2008 were given and analyzed in the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter the researcher presents definitions of quality management systems from different authors. The chapter aims to give an insight into the research topic by outlining contributions in relation to QMS and company performance. The chapter also provides contributions of other authors on customer focus, leadership approach and continual improvements as variables of QMS. The chapter also outlines management's commitment to quality through employee morale, the importance of being customer focused on loyalty, and the impact of continuous improvement on the performance of the organization through cost savings.

2.1 Definition of Quality Management Systems

Wolkins (1995) postulates that quality management system is a management technique used to communicate to employees what is required to produce the desired quality of products and services and to influence employee actions to complete certain tasks according to the quality specifications. Wolkins also summarizes QMS in that, at its fundamental a quality management system is an integrative element, bonding diverse aspects of an organization into a combined purpose of delivering products and services in their best custom. Maranhao (2005) adds on that Quality Management System (QMS) is properly executing a group of resources and rules with the objective to guide each part of the company to perform standardly their tasks in accord with the others with the main aim of attaining a worthy level of quality and productivity. Hoyle (2007) agrees where the author says that quality management system is the management system that enables the organization to fulfil its purpose, goals and mission.

Vokurka (2003), also highlights other quality systems, which the author gives as Total Quality Management (TQM), Zero Defects, Six Sigma approach as well as a national quality award by the name Malcolm Baldrige National Quality Award (MBNQA). Mello et al., (2005) add on that the adoption and implementation of a QMS should be viewed as a strategic decision.

Salvago et al (2014), agrees on that point and says that the development and implementation of QMS have to take into consideration the uniqueness of each firm, since it can be influenced by several factors such as specific objectives, processes applied, products being supplied as well as the culture. In a research carried on by Bhatia & Awasthi (2014) concluded that organizations use QMS in their daily practice and is often implemented as a catalyst for change therefore the major reasons for QMS adoption is both external and internal reasons.

Kumar & Balakrishnan (2011) in their research concluded that organizations which are certified faces major problems such as lack of top management commitment, no depth internal audit, non-value addition trainings, society oriented gaps thus corporate social responsibility and strategy related issues. Kumar etal add on that organizations have to carefully eliminate those problems to ensure effective QMS. In support and conclusion of the discussion Tigani (2012) in the study highlighted that most three key crucial factors for a successful quality management system as commitment of top management, top management commitment and finally commitment of top management. Tigani also believes that top management commitment is the key to ISO 9001:2008 success because it is the element which has got the ability to influence everything.

West, (2000) postulates that the International Organization for Standardization (ISO) was in 1947 founded in Geneva. West also postulates that the word ISO is a term which is a derivative from the Greek word isos, which means "equal." According to Bhuiyan and Alam (2005), ISO's effort outcomes in international agreements are published and available as International Standards and the series that discourses the quality management system is the 9000 series, which was produced for the sole reason of improvement of quality and standardization. According to the website ISO developed four quality systems and standards which specifies different

requirements that is ISO 9001:2008 which sets out clearly the requirements of a quality management system, ISO 9000:2005 which covers the basic concepts and language, the standard which focuses on how to make a quality management system more efficient and effective is ISO 9004:2009 and ISO 19011:2011is the set which gives out guidance on internal and external audits of quality management systems.

After reviewing available literature on QMS, the researcher agrees to the view that QMS is all about having the ability to organize, control, plan and manage the available resources be it employees with the success of an organization in mind. From all those QMS developed by ISO, the researcher looked at ISO 9001:2008 because it is the one that is being used in the steel manufacturing industry.

2.1.2 Proponents of ISO 9001:2008 Quality Management System explained.

According to ISO website ISO 9001 is an international standard that provides the requirements for a firm's quality management system (QMS). International Accreditation Forum added on that ISO 9001is part of the family of standards which were published by the International Organization for Standardization (ISO) which are often stated to mutually as either the "`ISO 9000 family or ISO 9000 series". Warnack (2003) also adds on that standardization has facilitated an essential role in encouraging quality and compatibility of products and services on a global base. ISO 9000 Advisory Group (2008), stipulated that at sometimes you may hear that your suppliers being referred to be "ISO 9000 certified", or partaking an "ISO 9000-compliant QMS". This will normally mean that they are claiming to have a QMS which meets the requirements of ISO 9001, which is the sole standard in the ISO 9000 series that can be used also for the motive of conformity assessment. A current research by Souza (2012), stipulated that the ISO 9001: 2008 Quality Management System is a documented QMS and not a system of documents. World Meteorological Organization (2004) adds on that it is not the ISO 9001:2008's main purpose to assure good quality, but rather to guarantee that there is consistent in an organization or product.

Quality guru Juran (2002) states that at first the suppliers resisted the Quality System mandated by their customers, but sooner it became an important procedure and a necessity. Schroeder (2008) agrees on that and the author points out that ISO 9001 Certification has a major influence on global quality practices. Many firms are demanding ISO certification from their suppliers as an ailment for doing business and this prerequisite has forced lots of contracting companies to register for ISO certification. According to (ISO survey, 2009) with its results being that since the early 2001, bigger organizations started recognizing the necessities and the real value of ISO certification for their suppliers, with the main motive of unifying the systems of suppliers.

The other finding of the study was that this demand, in one way increased the attraction to ISO standards, but on contrary, causing these standards to turn into more theoretical and commercial, thus questioning the reliability as well as credibility of ISO 9001 certification.

Buttle (1997) ranked the benefits after piloting a survey on UK companies and concluded that the most essential benefit hunted from certification is profit improvement. McAdam and Canning (2001) argue that the main importance of ISO registration is increasing firm's probabilities of gaining work for contractual reasons. Mohamed et al (2005) also postulates that the practical advantages of working towards and attaining the standard are many which include enhanced earning, productivity and profitability. Rajaram (2008) in support of reason to seek ISO certification mentioned that ISO 9001 Certification had lot of advantages for instance market effectiveness, reliability in quality, improved organization productivity, employee involvement, staff morale and job satisfaction

On the contrary, Zairi (2005) discloses a real situation when the ISO system fails to add value to accomplish the business processes, by citing that ISO 9000 q uality standard is not observed as a major driver of process performance as the organizations have policies on reaching these standards based on profitable needs criteria. Johannsen (1996) agrees with Zairi and the author gives a brief summary of these drivers as pressures from existing customers, promotional value and the need of improving management processes and enhancing customer service. Organizations seek ISO certification for different reasons based with their scope of operations.

Magd and Curry (2003) studied twelve drivers for ISO 9001 certification and the author agrees on the different motives for going on the certification. Highlands (1994), postulated that If ISO 9001 is not a certification of choice, organizations, under pressure, might choose the shortest way of getting certified, which may dilute the expertise, make a mere bunch of papers, achieving no value addition. Highlands added on that this has been a huge effort in the company directors struggled to develop what turned out to be a big dump documented system.

Juran (1996) underlined assumptions about corporate's vision, mission & competencies must fit reality otherwise the organization's QMS may be present in the form of a certificate only.

 Top management shall take due care before ISO certification, as what do they really expect from ISO 9001 certification, in terms of value addition to their overall performance. In agreement the quality guru Markides (2000) postulates that the sustaining advantage is accomplished by uniting its various activities into tight systems, which support and strengthen each other. The author on the other hand, brings in the idea that assuming the organization is certified for an ordinary compliance to the minimum requirements to a loose system, the advantages also being enjoyed will be less or cannot be sustained. Garder (2004) agrees on Juran and Markides, added on that converting the so called values into business equivalent is a difficult task on its own. Garder says that many modern organizations and researchers are hesitant or embarrassed to study overtly about values as in the very reason of going for ISO certification so as to simplify the system for sustaining advantage.

 In the same view of the limitations identified by Juran, Markides and Garder, Michalle (2011) postulates that the effective communication with customers, employees and stakeholders has become challenging, even when conducted with same cultural framework. Michalle also points out that it is important to take into considerations of that in business, if the stakeholder needs and wants are not recognized, realized and communicated to them, the corporate cannot performs well, regardless of ISO certification. Quality Magazine, (2012) in line of Michalle's view brings in existence quality tips, "If you follow the ISO 9001:2008 requirements but not the intent, it won't provide much value." then "aim to improve the business rather than simply collect a

certificate." In the author's article Levett (2005), highlighted that ISO 9001 necessities are anchored on the eight quality management principles which are intended to increase the level of customer satisfaction which are *customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making and mutually beneficial supplier relationships.* A research carried in United Kingdom by Basir, Davies & Rudder (2011) conclude that organizational culture have got a significant impact on the maintenance of ISO 9001.

In the same view Alolayan, Hashmir, Yilbas & Hamdy (2012) concluded that if there is no or low commitment and involvement of top management that can result in ineffective and inefficiency QMS. In support, Almeida, Muniz & Costa (2014) in their research conclude that there are ten critical factors for a successful ISO 9001 which are commitment of top management, well stated authorities and responsibilities among the team, training of the employees, organization with a quality oriented culture, team work among all departments, allocation of resources, management system without bureaucracy, high awareness of all the people involved, team commitment and schedule of implementation of ISO 9001 in the organization.

So the researcher after analyzing the above discussions concluded that ISO 9001:2008 QMS is a very reward system and strategy as well. Organizations enjoy unlimited benefits such as marketing and profitability from implantation of that strategy. In order to avoid failures there is need for organizations to clearly state and as well as understanding the real and practical need for going for ISO certification. Organizations have to take initiatives that add value to their stakeholders so as to enjoy the real benefits of the standards not doing it because others are doing. Top management have to provide an outstanding commitment towards this ISO certification as having clear expectations on what they need from being certified in terms of adding value to their business through efficiency and productivity. Having noted that Kumar (2011) and Levett have 8 principles of explaining the ISO 9001 the researcher looks at how customer focus affects customer loyalty, leadership approach affect employee morale and the impact of continual improvement on cost savings as these aspects according to a marketer's point of view believes that they have much impact to the success or failure of the ISO certified

organizations. The researcher believes in retaining of customers through continuous quality improvement and state of the art leadership commitment which in turn will create a mutual bond and relationship between leadership, employee and customers.

2.2 Effects of Customer focus in creating customer loyalty

Hoyle, (2001) postulated that a customer is defined in ISO 9000 as an organization or person that receives a product and it could be a consumer, client, end-user, retailer, beneficiary or purchaser. The author beliefs customer focus principle is necessary because all firms and the sole existence of the organization is to create and retain all customers who are satisfied. Brown, (2000) postulated that the past decade many firms have adopted a customer focus which is through program of Customer Relationship Management. Atem & Yella (n.d) highlight that quality management is a process aimed at attaining the highest level of customer satisfaction at the lowest possible costs hence continually improve the ways of doing things. The main emphasis of QMS is customer where organizations aim at creating an emotional bond with profitable customers. Nikezic (2012), the QMS is mainly worried with customer focus where organizations make an effort to improve quality of the product, costs reduction, and increase overall company productivity so as to gain market share and realize customer outlooks.

On the other hand Anderson & Jacobsen (2000) highlighted customer loyalty as the positive result a firm can enjoy from providing a customer benefit and in turn the customers and organization will have a positive relationship which brings in repeat business. Griffin (1995) also points out that a loyal customer is somebody who is involved in making regular purchases, refers others, makes purchases across product or service lines and provides a protection to competition. Churchill & Halpern (2001) in agreement highlighted that a loyal customer is the one who makes consistent purchases, makes referrals and have a long run mutual bond with one organization profitably. The authors Griffin and Churchill et al agreed on repeat purchase and referrals as key indicators of loyalty. Oliver (1997) argues that a real customer loyalty can result when customers without any firms' incentive just turn into an advocate of an organization. Mohsan et al (2011) is also of a view that in this era of dynamic engagement organizations are coming up with customer

retention strategies as well as ensuring that the employees are customer focused because there is no business if satisfied and loyal customer is not there. The authors also point out that more business can be sent away by a single unsatisfied customer that 10 extremely satisfied and only those customers who are "apostles" can do referrals.

In a study done by Churchill et al (2001) conclude that for customer loyalty to really take root there is need for employee training in order for them to possess good skills of a service provider and marketer, then organizations have to learn to be creative as well as being so innovative in developing and promoting the products and services that satisfies the needs and wants through market research and analysis. Through these steps of building customer loyalty, the organizations can fulfill the first key requirement of ISO 9001:2008 which is customer focus.

A research done by Clarke (2001) emphasizes on that there is need for loyalty creation for satisfaction to be effective amongst customers. In agreement McIlroy and Barnett (2000) in their study highlighted that in customer loyalty program development, customer satisfaction is a vital concept to consider. In the same view a study carried on in Pakistan by Mohsan, Nawaz, Khan, Shaukat & Aslam (2011) concluded that customer satisfaction does not guarantee repeat purchases but it plays a very crucial role in loyalty and retention ensuring to the customer. The authors also highlighted that loyalty is vulnerable because customers can still defect even though they are satisfied as long as they believe that they can get better quality, convenience and value somewhere else therefore loyalty cannot best indicated by customer satisfaction. Therefore it is even hard to have satisfaction without the existence of loyalty but organizations can have customer satisfaction without loyalty.

Szymanski and Henard (2001) argue that customer satisfaction is in existence so as to represent a vital corner stone for customer oriented organizations. Furthermore Mittal and Kamakura (2001) have considered customer satisfaction management to have been developed as a strategic domineering for most firms which are customer focused. In agreement Keiningham, Munn, and Evans (2003) argues that practitioners and researchers have acknowledged that customer

satisfaction result in positively customer behavior patterns that have an effect on business results. Seiders, Voss, Grewal & Godfrey (2005) also in agreement state that marketing related literature consistently pinpoints customer satisfaction as a key precursor of loyalty and repurchase. Calif, (1987) postulates that customer service is one of the organizational processes which companies brings into existence because of the growing level of competition, in order to attract entrepreneurial chances, have better market access and the ability to increase the customer satisfaction and loyalty level.

Goofin and Price (1996) also is of the view that add on that customer service is important because it yields in increase product quality, competitive advantage gaining, attain profitable opportunities as well as resulting in increasing sales and income from satisfied and loyal customers.

Sharp & Sharp (1997) in their research in Australia conclude that changing repeat purchase patterns of customers is very tough, however it is clearly possible to alter the patterns at least to a very small degree through loyalty programs.

 In the same view, the research carried on in Jordan by Alshurideh, (2014) concludes that utilitarian and informational reinforcements, behavior setting and learning history have a positive effect on consumer repetition behavior. On the other hand Utilitarian and informational punishment have a negative effects on repetition behavior. Tour and Kumar (2003) in agreement come up duties and functions of customer focused organization as state of art after sales services provision, training of external and internal customers and continuously scanning the environment so as to know changes in consumer needs and wants. In agreement, Khaksar et al, (2010) point that providing proper training to employees and customers is one of the best strategies of presenting better customer services in a manufacturing industries. Bell et al, (2005) and Dean, (2007) in the same argument agree on two types of loyalty that are behavioral and attitudinal loyalty. Nadiri, et al (2008) believe that the behavioral type of loyalty is depicted in terms of repurchase intentions, recommendations of the given organization and word-of-mouth communication. Liu-Thompkins et al (2010) defined the concept of attitudinal loyalty as an

evaluation that is detained with sufficient stability to promote a consistently favorable reaction towards a product.

Butscher, (1999) postulates that in an effort to differentiate themselves, organizations are now offering a variety of loyalty schemes so as to enhance their loyalty levels. In an argument Griffin, (2002) developed a buying cycle with which the author believes that at first any buyer goes through those steps which are becomes aware of the product, makes an initial investment towards the product, post purchase evaluation, making a decision to purchase the product and finally repurchase the product after being satisfied with the brand.

The author believes that loyalty programs do not necessarily enhance loyalty but it depends with where a customer is on the buying cycle. Jahanshahi (2011) emphasizes on that marketing of today is now customer focus rather than brand focus which it used to be. Furthermore Hogan, Lemon, and Rust (2002) argue that the key to sustaining competitive advantage in this environment is the capability to get, manage and model customer information and being able to transform the information in a very satisfactory manner.

In the same view Berger, Ruth, Douglas, Parasuraman, Terry (2002) develop a framework which assess how customer data-base creation, market segmentation, customer purchase forecasting, and marketing resource allocations affect customers' lifetime value to the firm. The authors conclude that much effort have to be done in creation of the relationship with the customers so as for them to be fully committed.

Potocki & Brocato, (1995) in their research conclude that in order to succeed, a management system for organization needs to understand customer needs and wants and be able to translate those customer expectations into reality and actions in the workplace so as to better meet those expectations. Drucker (1974) postulates that the customer defines the business so the mission and the main existence of every business is to satisfy the customers. Day (1998) points an argument that even organizations which have got best and quality technologies and systems have only the

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essential success conditions, they will not attain their full capabilities unless they have adequate skills in understanding, retaining and satisfying customers. In agreement, the research carried on lately by Brannback (1999) made a conclusion that that the customer desires, expectations and unmet needs and unused ideas discover determine the knowledge base of the organization hence its success. Scriosteanu & Popescu (n.d) in their research also conclude that a customer-focused organization have got the ability to predict their future performance and can satisfy better than the competition as well as being able to meet their expectations hence high levels of customer satisfaction.

The capability of understanding customer needs, the organizations benefit from long term relationships development with profitable customers, which can offer advantages to both parties thus profits for the firm form customer loyalty and value addition for the customer.

However Martisiute, Vilutyte & Grundey (2010) in their research concluded that satisfaction is very possible if the product meet the needs of customer but lack of scarce intangible benefits may result in low level of loyalty or most probably dissatisfaction. A research carried on by Waarden & Benavent (2003) in their findings argues that without considerably adjusting the competitive market structure that is penetration, market shares, double jeopardy the impact of loyalty programs on purchase duplication, visit frequency and sole loyalty is so weak hence these loyalty programs play a defensive role of reducing purchases scattering among several suppliers. Ehrenberg (1988) argues that in many competitive markets customers rarely poses 100 percent but usually have divided loyalty however expectation is that loyalty programs will raise that share of an organization loyalty.

Mascarenhas, Kesavan & Bernachi (2006), in their research conclude that organizations best manage and compete when there is a combination of functional and emotional benefits in what they offer. The authors also say that emotional bonds which is being created between customers and organizations are very hard for competitors to separate or imitate as this leads to committed customers rather than loyal. Thompkins & Tam (2013) in their research emphasize on that both marketing research and practice have often labeled loyal customers as those who repeatedly

purchase a particular product or service. For instance Chem & Seetharaman (2009) but however repeat purchase only signifies a behavioral pattern that can be motivated by distinct fundamental tools for example attitudinal loyalty and habit.

Ehrenberg (1997) highlighted that marketers have to work very hard to stand still .A marketer can be highly motivated by the ability to retain a customer, so after the above review of discussions concerning customer focus, the researcher is of the view that high level of customer loyalty can be only attained through the satisfactory leadership commitment. ISO certified organizations have to bring in competent leaders who have got the ability to build positive relationships with their employees, which in turn the employees will transfer that morale to the final customer hence efficiency and effective attainment of organizational goals. The commitment of the leadership can be witnessed on their ability to influence positively the morale of employees through an outstanding and understandable leadership approach.

2.3 Impact of leadership approaches on employee morale

Santos, Mendes & Barbosa (2011) highlighted that leadership is a key principle of ISO 9001:2008 QMS which actually acts as a driving force to meet organization objectives through vision creation as well as coming up with a paradigm shift of staff towards goal attainment. In support ISO, (2009) postulates that leaders are those who institute unity of purpose and provide an effective organizational direction.

Hoyle (2001) highlighted that leadership as another ISO 9001 principle is reflected through the issues concerning objectives and policies setting, creation of the best working environment and internal communication. Jolson et al. (1993) defined leadership as the ability to influence the acts of subordinates. Daft (2005) in agreement also defined leadership as a positive relationship among leaders and followers who intend real changes and outcomes thus reflecting shared purposes. Whilst Tordera et al., (2008) also adds that leadership is a vital concept for the positive work results which guarantees a satisfied and motivated workforce. Leadership is the process of

prompting the actions of individuals or organized groups towards the attainment of certain goals and objectives.

Lee & Lam (1995) in their study concluded that leadership commitment is the main barrier for quality management systems implementation. In agreement, a research done in Canada by Laslo (1998) also concludes that commitment of leadership towards ISO 9001:2008 execution   has got many advantages such as increase in productivity, conflicts resolution and problem overcome. In agreement Mohammed, Man & Wayne (2010) highlighted that commitment of top management and their support is very vital in making improvement takes place in the firm. In the same view Kumar & Harms (2010) postulated that organizations have to be committed on employee training on ISO 9001 issues, as training will raise the level of employee awareness. London (2005) argues that the level of leadership commitment is a crucial factor in making ISO 9001:2008 implementation successful. An early study carried on by Tigani (2012) concludes that the presence of good leadership approach nowadays becomes crucial so as for organizations to have a successful Quality Management System that assures the organization and employees delightful benefits for both internal and external customers however the absence of modern leadership impacts the organization's overall performance as well as its market place reputation.

 In support of the view, Kumar & Balakrishman (2011) carried on a study and conclude that many organizations have been ISO 9001:2008 certified but are still facing common problems such as lack of motivation, strategic planning, recognition and inadequate top management commitment. However, Schwartz (1980) assertions that subordinates behavior can best judge their leadership and not by what they acknowledge.

The view is being supported by McDemmott (1997) when the author views the management as the thinkers whilst employees as those who are not supposed to think. The author went on to say management have got the duty to think, pass, innovate and approve decisions thus the office of the manager is the sole custodian of brains of the organization. McDemott also believes that workers are non-thinkers their duty is to receive instructions and carrying out the given tasks as

efficient as required by the manager. Subburj (2005) in that view also says any program that is to be undertaken in the organization can only be successful unless the organization recognizes the importance of employees and failure to recognize them will lead to failure of those programs. In an agreement to Schwartz, a more contemporary contribution by Misztal (2013) suggest that leadership is an essential pre-condition for keeping a quality management system in an organization through employees.

Hardock (2010) defined morale as a concept which is intangible which refers to how a group is positive or supportive about their organization. In agreement Finger (2005) postulated that morale is mostly affected by top-bottom that when it is bottom-up. Anne Bruce in Myeni (2010), highlighted that there is high price to pay for low morale, it comes with a massive price and the costs of low morale are decreased productivity, bad attitudes towards work, low self-esteem, high rate of absenteeism, and miserable customer service and poor performance. In a research carried on by Ngambi (2010), concludes that leadership approach have an effect on employee morale hence employee morale can be affected by both external and internal factors but mainly the internal. The author also concludes that for in coming up with morale strategies leadership have to consider race, age, tenure therefore some strategies might not be effective for instance a one size fit all.
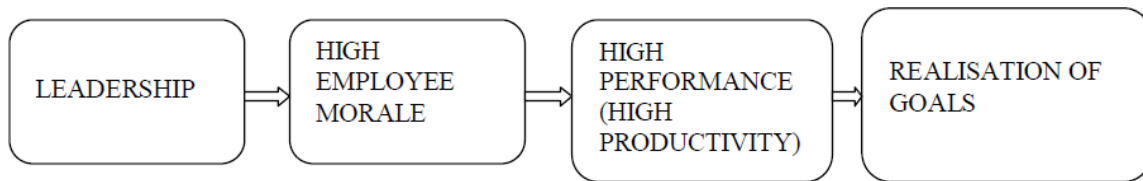
Figure 2.1: Role of leadership in organizations (Source: Myeni 2010)

As shown by fig 2.1 Myeni (2010) suggested that it is the role of leadership to play an important role in increasing employee morale, which in turn benefit the organization from high productivity as well as accomplishment of the entire organizational goals. In support of fig 2.1, Northouse (2001), Lewis et al (2004) highlighted that the basic goal of leadership is to promote high morale among followers so as for the firm to benefit from greater performance and effective

goal achievement through their ability to poses the best and appropriate approach. On the other hand Millet (2010) postulated that employee's commitment can be gradually affected by low morale and they will transfer that to the customers they serve hence low productivity.

Wren et al. (2004), postulated that Bernard Bass claims that the authors in the arena of leadership continued to give the definitions of leadership from different approaches for instance leadership regarded as a focus of group processes, leadership regarded as personality and its effects and leadership regarded as the skill of inducing compliance. In agreement with Bass, Myeni (2010) highlighted that the contextual definition of leadership has given rise to several approaches to the study of leadership which are trait approach, power approach, situational or contingency approach, behavior approach and transformational approach as best illustrated by fig 2.2

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┌─────────┐   ┌─────────┐   ┌─────────┐   ┌─────────┐
│ Trait   │   │ Group   │   │Path-Goal│   │Normative│
│Approach │   │Behaviour│   │ Model   │   │Decision │
│         │   │         │   │         │   │ Model   │
└─────────┘   └─────────┘   └─────────┘   └─────────┘

┌─────────┐ ┌─────────┐ ┌─────────┐ ┌───────────┐
│Transforma││Leader-  │ │Group-   │ │Contingency│
│tional    ││focussed │ │focussed │ │/situation-│
│Approach  ││studies  │ │studies  │ │focussed   │
└─────────┘ └─────────┘ └─────────┘ └───────────┘
                                          ┌──────────┐
                                          │Leadership│
                                          │Continuum │
                                          │Model     │
┌─────────┐ ┌─────────┐ ┌─────────┐ ┌──────┴───┐
│Power    │ │Behaviour│ │Motivation│ │Fiedler's │
│Approach │ │Approach │ │and Morale│ │Contingency│
│         │ │         │ │          │ │Model     │
└─────────┘ └─────────┘ └─────────┘ └──────────┘
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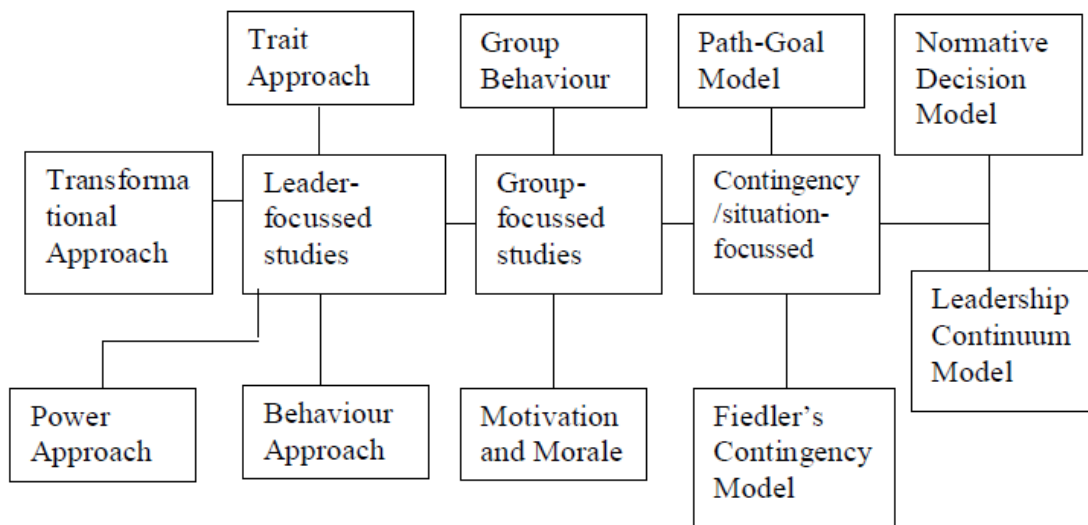**Figure 2.2: Role of leadership in organizations output increase through employee morale (Source: Myeni, 2010).**

According to fig 2.2 by Myeni (2010) the main role of leadership is to create high positive employee morale which in turn is anticipated to drive employees towards raising their performance as well as productivity and which overall will yield in effective and efficient

product or service delivery to the customers. The author integrates all the leadership approaches as well as showing their effect to morale and motivation and concludes that through leadership high morale can be achieved. The same argument is being depicted by Hoyle, (2001) where the author says there is nothing planned which can be attained, unless adequate and appropriate resources are made available to the employees and it is as well incumbent to the leadership to not only need the management system to be developed, implemented and maintained but to offer adequate support.

Hoyle (2001) postulated that internal environment is leadership's responsibility, it is its fault if the employees are dissatisfied, demotivated or unhappy because organizational vision, culture, values, motivation and beliefs comes from the leadership. Malik (2013) in the study highlighted that from leadership theories there are several leadership behavior proposed such as autocratic, democratic, laissez-faire, charismatic, participative, transactional, bureaucratic and transformational leadership approaches.

The researcher provides some discussions on trait approach, transformational approach, autocratic, democratic, and laissez-faire and McCelland motivational theory so as to be able to evaluate the effect of leadership approaches on employee morale. The researcher integrates, leadership behavior, leadership styles and motivational theories so as to be able to bring in the leadership related issues to light through review of literature on its effect on employee morale.

2.3.1   Impact of the personality traits approach on employee morale

Maurik, (2001) postulates that the personality or trait theory arose in the 1920s with the first effort to research on managerial leadership and the main focus was on the realization of those abilities which best differentiate a follower from the leader. Lewis et al (2004) agrees on Maurick and the author points out that people act in the ways they do mainly because of the two factors namely environmentally driven and genetically created. Grashow and Linsky (2009) brings in same view in their study and they believe that with environmentally driven everyone is born exhibiting nothing and all the actions and behavior are being generated from various institution familiarizations such as religious, family, school and work. In agreement with Lewis,

Lussier and Achua, (2004) says with genetically created factors, individuals poses in-born traits which are fixed to their lives. Allport (1951), highlighted that traits have been well-thought-out as drivers needs in which their satisfaction leads to morale, and demotivation can be from lack of fulfillment.

However Mitchell (1979) postulates that employees have few variables which can be contribute to low levels of motivation at work. In disagreement Cote & Moskowitz (1998) point out that failure to satisfy employees' traits can lead to low morale. In the early study, Mitchell & Daniels (2003) shows that there are many studies concerning personality and the conclusion being that unless they are satisfied there will be a growing rate of lower levels of employee morale. Hence there is need for a good leader to point and discover the different personality of employees and try to motivate them so as increase their morale. The leaders have to be motivated already so as to be able to positively affect a follower's morale. Northouse (2001) points out that it is the main goal of the trait approach to entirely focus on the leader not the followers.

In support Myeni (2010) also highlighted that this approach can be viewed as a best indicator of good leadership where a good leader has got the ability to make a follower like work as well as boost the morale. For instance Flanagan and Finger,(2003) argues that a leader who is shy and timid might not have the ability to articulate persuasively, the strategic intent as organizational departments may be competing for resources and this means if the leader is not self-expressive, will not be able to convince the top management for the resources. So the top management when choosing a leader should concentrate on the trait the leader poses for that person to have the ability of influencing morale of a follower. However, Luthans (2008) highlighted that researchers have been driven to study on other approaches because traits fails to differentiate traits of a good and bad leader.

2.3.2 Achievement Motivation theory and its influence on employee morale

James and Collins, (2008) depicts that in order to be a successful leader, someone needs to be self-driven in the direction of accomplishing high challenging goals. In line with the Achievement Motivation Theory, which was developed by McClelland David (Hooper 2006) with the main purpose of showing that individuals have needs and those needs have to be satisfied in order for them to be moved positively. In agreement with McClelland, (Raffel et al, 2009), argues that the theory is based on three individual needs which are affiliation, power and achievement. Lussier, (2004) adds on that an individual should poses one of the three needs in order for that person to try work hard so as to satisfy the desires.

Wexler (2005) also adds on that human beings who exhibit a high need for achievement are goal dedicated, they like to set goals for themselves and then try their best to attain. Employees with a high need for achievement need the resources to be available, they do not need any obstacle so they need management support so as to boost their morale. Levinson (2006) in agreement says that they have a belief that their victory lies in the accomplishment of the goals and they can only be driven by goal attainment. Rigg & Richards (2006) add on that some individuals have a great and strong desire of power because they have access to it and means. Employees with high need for power as a leader there is need for the use of delegation of some tasks as well as involving them in accomplishment of certain tasks.

Storey (2004) articulates that individuals who have a strong desire for affiliation poses a strong need to develop, maintain and restore close personal relationships. Yukl (2004) also beliefs that these people view power as an instrument of empowering others and not an instrument of self-aggrandizement. Individuals with high need for affiliation are motivated when others exhibit high morale so the leader have to make sure that the policies and duties are fair to everyone. Zaccaro and Klimoski (2001) in disagreement with Achievement Motive Profile Theory, say that Leader Motive Profile Theory regards power as dominant position and that it have to exceed the strong need for affiliation, moderate need for achievement should also be there for effective leadership so in summary the order should be power, achievement and then affiliation. After the

discussion on achievement motivation theory, the researcher believes that there is need for top management to identify all employees' categorizes and be able to provide what they need so as to create a positive relationship hence high morale. Management have to provide high level of delegation, attainable goals and employees have to be involved in decision making, high levels of communication as well as training and retraining so as to boost their morale.

2.3.3 Transformational leadership approach's impact on employee morale

The transformational approach is a process whereby people undertake a positive change of being moved from the current position into a completely new order. In agreement Northouse (2001) pointed out that the transformational leadership mainly focuses on ethics, standards, long term objectives and the values of an organization in which it will result in both the leader and the followers being able to increase motivational level and morality. Tosi etal. (2000) adds on that in order to transform an organization there is need for the management to put in place a clearly stated mission and vision so that the employees will be able to work towards the attainment of those objectives. A transformational leader has got the abilities to understanding each and every individual because of the caring attitude towards followers high morale is witnessed from such kind of a leader. In argument Lussier et al, (2004) state that this approach mainly focuses on the transforming abilities of a leader rather than follower relations and on personal characteristics. Lussier & Achua, (2004) believes that a transformational leader have to exhibit charismatic qualities in order to motivate and boost employee morale the followers to support the mission and vision stated by the leader.

The authors also in their study poses that there is a common agreement among researchers that charismatic leaders are by nature and not all transformational leaders are charismatic. Weiss etal (2007) in agreement poses that charismatic leaders' energy level is very high and they tend to burn out in the process so quickly. Perry, (2010) contributed it is the duty of the leader to "sniff out the air" with the main purpose of identifying prevailing changes in the operational environment (within or outside) so as to be able to come up with the best strategies that can overcome the problem brought in by the changing environment in an effort to increase the morale level of employees.

In agreement to this contribution the researcher believes that the transformational leadership approach is strategic in nature. It focuses on continuous scanning of the environment, provides a road map, empower employees as well as support in the use of a clearly defined vision of an organization. With all the identified strategies, organization will yield a positive results from a highly motivated staff. Employees calls for those leaders who are so energetic, hunt for a better change and those who have got feeling for them the one who cares just like the transformational leader therefore high morale at workplace through positive relationships with their leaders.

2.3.3 Influence of Authoritative leadership Style on employee morale

In a study by Liverman (2006) highlighted that authoritarian leader does not consult the followers, have control over all decisions and have a tendency to prove the full power. In support Bose (n.d) postulated that some researches show that there is high level of absenteeism and turnover, leaders to influence followers use punishments and threats because the leaders do not have trust on their followers so they do not allow an input from them, which actually shows that this style has got a negative relationship with employee morale. However Liverman (2010) concludes that a leader who poses this kind of style tend to achieve the expected goals especially when the emergency arises better than other styles such as democratic.

2.3.4 Impact of Laissez-faire style on employee morale

Avolio (2001), highlighted that laissez-faire style is total absence and avoidance of leadership and it is also the most ineffective and inactive style than any other.

Liverman (2006) in agreement says this style is most suitable when you are a leader of followers with a high level of motivation, there is no real leadership and everyone is free to do whatever pleases mostly it is because of lack of confidence in the available leadership as well as the followers have got a high degree of doubt in themselves in attaining any goal. Bolman & Deal (2003) argues that a research carried on by Lewin, Lippit& White in 1939 where there was comparisons of democratic, autocratic and laissez-faire conclude that the leadership style

adopted have got an impact on morale but with autocratic the respondents were productive without joy with too much frustration and dependency, no productivity with laissez-faire and high employee morale with democratic.

2.3.5 Democratic Leader's impact on employee morale

Evans (2002) postulated that with democratic leadership style the leader allows the followers to make their own decisions but the leader also provide the direction. Goleman (2000) agrees on the view and adds on that a leader can build trust, respect and commitment from employees through spending a lot of time as well as getting their ideas as it allows the followers to put forward some decisions which affect goals, work and the leader will have the responsibility and flexibility. The author adds on that paying attention to the employees' concerns will boost their morale but however in terms of production this style has got a least impact. Bolman & Deal (2003) postulated democratic is the most preferred and appropriate style because it creates a good relationship between a leader and follower hence high levels of morale.

However, Goleman (2000) highlighted that it is better for a leader to poses more than one leadership style for instance democratic, authoritative, affiliative and couching leadership style. In the same view Breen (n.d) concludes that there is no any best leadership style but the successful leader is one who matches the situation, culture so as to maximize employee morale and productivity. In agreement Nonfiction (2012) in a research concludes that it is so important to take two cups of authoritative, one cup of democratic and laissez-faire to taste to lead in terms of a situation then this will be a best and long term leader. In a research conducted by Alhassan, Ibrahim, Fuseini, Issah & Eliasu (2014) in Ghana they also conclude that when employees' views are considered in making decisions, they feel recognized thereby increase their level of morale.

The authors also conclude that essentially leaders should try not to adopt transactional styles for instance authoritative and laissez-faire as they yield a negative impact on employee morale. Therefore in disagreement with Breen, the authors conclude that management can adopt

transformational or democratic leadership style so as to enhance morale and employee performance. Naceur & Abdullar. (2005) in disagreement point out that contingent reward and empowerment are the key styles of leadership that have a major support in the ISO 9000:2000 implementation. However, Mosad & Yarmohammadian (2009) in disagreement postulated that many researchers have come into conclusion that a single leadership style is not best and ideal for each and every situation as well as the leader as a person may be strong and effective in a certain situation and very weak in another.

The researcher after reviewing on several leadership approach is on a view that a successful leader is someone who is able to adjust according to every need which arises. Each and every approach is unique on its situation so as to enhance staff performance. It is the duty of a good leader to make sure that the follower's morale is always right because they are the ones who make things happen, they produce, serve the customer as well as for effectiveness of the organization. If high level of morale is maintained by the management that will enhance continuous improvement because workers feel part of the organization through low level of accidents, zero defects, quality provision of services at a very low costs. The adoption of best and good leadership style can be understood by the organization which are focused on continuous improvement and consistent in provision of products and services at a lower cost.

2.4 The influence of Continuous improvement towards cost savings of an organization.

As postulated in ISO/FDIS 9000, (2000) quality improvement is the base and is also highlighted as part of quality management, with the main aim of increasing the capability to fulfil quality requirements. Bhuiyan and Alam (2004) highlighted that ISO 9001 is centered on process and promotes continuous improvement for those processes and system. Furthermore Kossoff (1993) argues that total quality can be achieved by constantly pursuing CI through the involvement of people from all organizational levels as well as departments involved. In the same view Bessant et al, (1994), provided a definition of CI as a company's wide procedure of focused and continuous incremental invention. However, Oakland (1999) views CI as either an offshoot of

prevailing quality creativities such as TQM or as a totally new method of improving creativity and achieving competitive excellence in today's market.

Juergensen (2000) postulates that, continuous improvement (CI) is an idea that Deming defined simply as comprising of improvement initiatives that increase achievements and reduce failure and associated costs. In the same view Machowski and Dale (1998) highlight that, there is no common agreement on a sole broad meaning of quality costs. The authors also say cost of quality, however is usually viewed as the sum of conformance plus nonconformance costs, on which cost of conformance is the value paid for avoidance of poor quality such as inspection and quality appraisal whilst cost of poor quality which comes as a result of product or service failure for instance reworks and returns is referred to as cost of non-conformance. In agreement Dale and Plunkett (1995) postulated that, it is now extensively acknowledged that quality costs are the costs earned in the design, execution, cost of resources dedicated to continuous improvement, operation and maintenance of a quality management system, the costs of system, product and service failures, and all other crucial costs and those activities which do not add value in attaining the quality of a product or service. Therefore as an organization has to come up with better and efficiency activities which reduce product failures through continuous improvement.

Lawler (1993) in the study highlights on that the major vehicles of continuous improvement as allowing employees to make suggestions and change at work processes can be witnessed through improvements groups and quality circles which encourages employees to work on improving working methods, managerial systems and work procedures. Porteous, (1986) in an argument carried on a research and find out that the dynamic process of quality improvement calls for setup cost reduction whereby, slowly but surely, the firm works through alternating steps of small improvements in quality and setup costs. In agreement the findings of the research carried in USA by Banker, Potter and Schroeder (1993) were that the most important factors to ensure continuous improvement are just-in-time production, incentives, value added training and teamwork.

The authors also concluded that because the concept was still new believes in employee involvement as well as the value of the human aspect so as in the reduction of quality associated costs.

On the other hand Paliska, (2007) identified continuous improvement as a fifth key principle of QMS (ISO 9001:2008) which cannot be attained without quality tools which are obtainable through Deming's cycle or PDCA cycle. In the research which brings the same argument, carried on by Sokovic, (2009) on continuous improvement, the author concluded that the 7 Quality Control tools have to be properly applied because it is not possible to achieve CI without quality tools, methods and techniques which enable the reduction of wastages therefore lowers the overall costs. In another research carried on by Bhuiyan & Baghel, (2005) in Canada concluded that CI and quality management programs go hand in hand as they seek to achieve excellence through the use of appropriate principles, tools, techniques and methods of CI programs which ensures that reduction of unnecessary costs. Wiley, (1992) carried on a study on what is continuous improvement and concluded that it is about the outstanding commitment in total quality and zero defects brought in by the top management, middle management and the shop floor workers. Therefore the authors revealed about the essence of teamwork and communication so as to achieve the main objective of reduction in costs.

Zangwil & Kantor (1998) in their research suggested that a powerful method to produce improvement or learning is repeated use of the learning cycle so during each learning cycle, management and workers can observe which techniques are producing greater improvement and thus can learn how to improve processes faster as well as reducing inefficiency. The author believes in experience, in that the workers can bring in new ideas through repeat usage of the method and systems. In the same view Dean & Bowen, (1994) postulate that the other principle of ISO 9001:2008 is continuous improvement which means being fully committed in constant examination of technical and administrative systems and processes so as to be able to come up with better ways of doing things, meeting customer's expectations through the use of statistical process control and flow charts. In argument Caldwell, Dixon, Atkins & Dowdell (2011) in their

research find out that the modern leader must understand and apply the practical and insightful elements of repentance that is having the ability and willing to constantly strive for higher levels of truth and obligation honoring owed to others as well as leader of tomorrow have to personify the real commitment to excellence and the truth pursuit which forms the bases of repentance, continuous improvement, and ethical conduct.

Jiju (2007) highlights that continuous improvement is also committed to learning new insights that add value, improve systems and processes, and create better solutions. In a research done by MacFarland (1990) argues that federal management are uncertain about continuous improvement since they do not understand fully the connection between the concept of cost savings and improved quality. This is so because the management has got fear of continuous improvement being so costly. In an argument, Mathew (1992) postulates that, some organizations complain that quality improvement techniques cost more than their value. However if management is highly committed in continuous improvement can be no costs as the yield will be better than costs of implementation. In the same argument Blewitt (1992) points out that most quality improvement practices by organizations spend a lot of much time concentrating on the mechanisms and processes of the program instead of customer satisfaction which is the end result. The author emphasizes on that organizations have to strive for continuous improvement through continuously scanning the environment for changes in business and customer requirements. This will help the organizations to be to satisfy the customers hence reducing costs on return and lead time.

Imai (1986) argues on Mathew's view and says that where an organization adopts Kaizen for the first time, an increase in productivity can be witnessed like 30%, 50% or even 100% or more, because this initiative helps management to focus on customer expectation and brings in a system that pay more attention to customer requirements. Potocki et al (1995) carried on a research and concluded that leadership have to study as well as understand that system because theory build knowledge and that theory is also essential for system forecast and improvement.

The authors also add on that system components should be well aligned and managed for organization goal attainment.

Potocki also points out that for continuous improvement to be effective management have to create an organizational culture which supports the initiatives which can adopted through recruitment of management which poses positive traits. However Levett (2005) is of the view that internal and external audit are very crucial in CI as they are ISO requirements, but this calls for employee involvement in maintaining and improving the QMS. The author also says the internal audit have to be done on every three to six months and mainly focusing on selected area based on previous audits and findings of nonconformance and the external audit is required annually or after two years. In agreement Atem & Yella (n.d) in their research point out that continual improvement can be mainly achieved through carrying on internal audits, data analysis and an overview of corrective and preventive actions. The authors also postulate that continuous improvement is the ability to continuously minimize waste, reduce response time, simplify the design of products and services and processes in order to meet customer's needs at a lowest possible costs.

From all the above researches which have been carried down in different countries it shows that through the quality tool, methods and teamwork several costs can be reduced and also that through total commitment of everyone in the organization. If properly adopted all CI methods, tools and techniques the results will be low cost and overall the firm will benefit from productivity. Continuous improvement does not only imply to the processes and mechanisms but also to the way things are done for instance marketing and sales processes need to be continuously monitored so as to be able to meet customer needs and wants. CI calls for highly knowledgeable workforce who can take risks without fear, high morale to ensure creativity as well as high communication, delegation and employee involvement in decision making that's supportive leadership style so as to yield better.

2.5 Chapter summary

This chapter is the one which contains the views of so many researchers on the study objectives as well as the research topic. Different views on QMS, ISO, customer focus, and leadership approaches and continuous improvement were given and discussed. The next chapter is research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter emphases on research design, sampling, sources of data, research instruments, data collection procedures, data analysis procedures, data validity and reliability. It also includes the chapter summary.

3.1 Research design

Burns and Grove (2003) defined a research design as "a road map for carrying on a study with maximum governing of factors that may hinder the validity of the findings". It aims to safeguard that the research findings fulfil research objectives. Hence a research design therefore delivers a guide to the collection of data. The researcher used descriptive and exploratory research methods for data collection

3.1.1 Descriptive research

Kotler and Armstrong (2004) defined descriptive research as a marketing research strategy to better pronounce marketing problems, conditions on markets for instance market potential for a product/service or demographics and attitude of consumers. It is designed to deliver an image of a situation as it happens naturally. It may be also used to validate current practice, make necessary judgment and theories development. In this study, descriptive research is used to get a

picture on the impact of Quality Management Systems on company performance. Descriptive research design was used because it is much appropriate to find the results that is to determine leadership approach on improving employee morale at Steelmakers. It also studies on how customer focus is affecting customer loyalty at Steelmakers or if any relationship occurs between two variables therefore this research design was used to determine the influence of continuous improvement on cost savings at Steelmakers Zimbabwe. The researcher used descriptive because it permits for a multi-faceted method as it allows the use of surveys or case studies and also provide several viewpoints on the information at hand. The researcher had to make use of past records so as to spot the sales trends and production at different points in time at Steelmakers.

Also in data gathering from Steelmakers employees and management required the use of questionnaires and interviews respectively. As such it was a very supporting plan for the study as the researcher had to use past records, manage questionnaires and conduct interviews.

3.1.2 Exploratory research design

Polit, et al (2001) postulated that explorative studies are commenced when a new area is being examined or when little is well-known about an area of study. In this research, the impact of Quality Management Systems on company performance (Steelmakers) that is the reasons why organizations which comply with ISO 9001:2008 fail were explores using interviews. Although many researches has been piloted on ISO 9001:2008, little is known about firms' failure in terms of cost savings, employee morale whilst they have minimum compliance.

3.2 Population

Oleory (2004) defined population as a summary term which is used to describe the total sum of objects under the study. Therefore a population can be viewed as a crowd of people where a sample is drawn or congregation of people, individuals, articles, things as from which experiments are taken out for estimation. The total population at Steelmakers is 330 which is made up of 30 management, 80 customers and 220 employees. The population is illustrated on table 3.1.

Table 3.1 shows the population at Steelmakers Zimbabwe.

management	30
customers	80
Employees	220
Total Population	330

3.3 Sampling

Hair et al (2003) defined sampling as choosing a given number of individuals from a well-defined population illustrative. Sampling is therefore a process of selecting a suitable representative population for the purpose of determining characteristics of the whole population.

3.3.1 Sampling techniques

Patrick (2000) defined sampling techniques as the technique(s) used in coming up with the suitable samples drawn from a population mainly in such a way that will enable the purpose of the hypothesis regarding the population. In this study, the researcher used probabilistic sampling which involves all the respondents from the population which are the management, customers and workers. Probabilistic sampling gives all the respondents an equal chance to be chosen. Simple random sampling and stratified random sampling were used by the researcher to choose the respondents from the population.

3.3.1 Stratified Random Sampling

The researcher used stratified random sampling to select the suitable respondents from the targeted population as a sampling technique with well-defined strata. Wilson (2006) defined a stratified random sampling as a probabilistic sampling technique in which the selected sample is

required to comprise of probable respondents from all key segments of the population. The entire targeted population in this study allows for strata formulation based on mutually exclusive, homogeneity and exhaustive. Hence in this research, the heterogeneous strata consist of management, customers and employees. Respondents were drawn from the different departments and sections which are production, marketing and quality departments at Steelmakers Zimbabwe and for employees and management the researcher also takes into considerations all races involved. The main motive for the selection of stratified random sampling is to manage the possibility that the subsections may differ expressively on the variable of concern for instance, societal class and the race.

3.1.2 Simple random sampling

The researcher also used simple random sampling because it is also another technique in which it gives all the members of the population an equal chance of being chosen.

This technique encompasses constructing a list of all population members (sampling frame preparation) as well as strata and the use of random tables so as to throw up figures for inclusion. Simple random sampling was conducted in each stratum, so that each element from it will have an equal probabilistic of being selected. The main merit of simple random sampling is that it is possible to have an estimation of exactly how representative the sample is. Simple random sampling helps the researcher in achieving the attentive population quickly and being able to acquire answers from the proper and suitable respondents.

3.3.2 Sample size

Lucy (2006) postulates that a sample size embraces of 10-20% of the total population of more than 200 and 40% of the total population less than 200. The researcher used 20% of 330 targeted population and got 66 as a total sample size. Hence the total respondents of the total population used were 44 employees, 16 customers and 6 members of management as shown by Table 3.2.

Table 3.2 Sample size determination

Sample frame	Sample population	Percentage used	Sample size
Employees	220	20%	44
Customers	80	20%	16
Management	30	20%	6
Total	330	20%	66

3.3.3 Sample frame

Malhotra (2010), defined a sample frame as a demonstration of the fundamentals of the targeted population. In this research the sample frame consists of Steelmakers external customers who buy the steel products, top management, middle management, lower management and all employees from marketing, quality control and production departments.

Table 3.3 Shows the sample frame at Steelmakers Zimbabwe

Top management	8
Middle management	10
Lower management	12
Employees	220
customers	80
Total Population	330

3.4 Research Instrument

Hair et al (2003) defined the research instruments as tools which are appropriate for data collection and also helps in finding solutions to the problems under study. In order to gather the necessary and appropriate data required in finding the impact of QMS on company performance for Steelmakers, the researcher make use of questionnaires and interviews.

3.4.1 Questionnaire

Towers (2004) defined a questionnaires as research tools in which individuals are asked to reply to a set of questions in a determined order. As a result a questionnaire is a vehicle for communication between the respondents and the researcher. For employees and the customers, the researcher used questionnaires so as for them to respond to the related questions. The design of closed ended and open ended questions was done. Open ended questions offered respondents an opportunity to explain more on the open spaces which are on the questionnaires. Closed ended questions gives a room for respondents to indicate as well as select the most appropriate responses from the given ones.

Closed ended do not consume a lot of time and also helps the responds not to deviate from the main subject matter under study. They permit gathering of the related, relevant data and also offered respondents a room of choices and they were so easy to analyse and interpret. The researcher selected the use of open ended and closed ended because initially they are so easy to manage, also assist in ease of presentation of data and can accommodate large volumes of data.

3.4.2 Interviews

Cooper et al (2003) defined an interview as a two way discussion originated by an interviewer with the main reason of getting information from a member. Interviews assisted the researcher to get ideas from management towards QMS ISO 9001:2008 as the researcher was asking the questions from the interview guide, customer focus as well as employee morale. Interviews

encouraged discussions between the researcher and the respondent as well as permitted the researcher to get clarity on the discussed issues. Interviews were of great assistance in attainment of the full depth and great understanding of the information concerning continuous improvement and costs savings at Steelmakers. Steelmakers' management were the ones who were involved in the conduction of the interviews. The researcher was given the chance to simplify the questions when the question was not clearly and openly understood by the respondent. Interviews are of great advantage in that it gives an opportunity for wide probing of more information and more so clarity can be sought therefore giving a chance to gain much more understanding. It is only of disadvantage in that it is time consuming and also respondents may not be around for the arranged time for appointments.

3.5 Data Sources

Secondary and primary types of sources of data were used by the researcher in the study. These two types of data sources are discussed below

3.5.1 Secondary data

Secondary data refers to the use of data or information obtainable from already available documents which can help in founding the problem at hand. Saunders et al, 2009 defined secondary data as the data that was collected sorely for some other reasons and now used for the existing research project. The researcher, for the purpose of the research used external sources that is Steelmakers documents, internet and mining newsletters. The internal sources used consist of customer complaints files, employee queries files, written newsletters, customer data base, quality control, marketing quarter and yearly reports on sales, production and returns. The reason behind the use of secondary data is that it gives a vision into Steelmakers as a whole and has a benefits of enjoying lower costs and quicker accessibility. From secondary data review, the researcher concluded that it spells out openly the areas that really need to be addressed on the impact of QMS on the performance of Steelmakers.

3.5.2 Primary data sources

Saunders et al, (2009) highlighted that primary data is the data collected specifically for the research project which is currently embarked on. The researcher had to collect first hand raw data which needs to be interpreted in order to give meaningful information based on the area under study. On this the questionnaires and structured interview were used. The researcher favours and mainly supports questionnaire because the researcher drafted them hence believes so much in them being providing trustworthy data. Likewise the researcher also favours the use of direct interview because this delivers emotional content as well as can check for the truthfulness of the data provided by the respondents.

Structured interview also offers the guide where the respondents must highlight their information therefore they provide relevant information that the researcher wants and seeks. Primary data accommodates more relevant information that provides the true image about the company's state of being in terms of ISO 9001:2008.

3.5.3 Data collection procedure

For the distribution of questionnaires to the respondents, the researcher used the drop and pick method, that is, to the Steelmakers employees and customers. Arrangements were done personally with management for interviews. In order to provide with adequate time to the respondents, the researcher makes use of appointments which were made prior to the interviews through the telephone. The management interview guide had nine questions. Interview guide questions was so important because it provides the researcher with the guidance through the series of questions thereby risk of asking out of context questions will be reduced.

3.6 Ethical Considerations

The researcher did not make use of force to respondents in order for them to answer questionnaires. This assisted the researcher in getting much more relevant information.

Furthermore the researcher did not control respondents, that is, the researcher did not escort respondents on what information should be completed in accordance to what the researcher wants.

The researcher also did not expose on what other respondents are saying hence the researcher collected the information according to the different views and opinions of the respondents. The researcher also considers the different races which are at Steelmakers and avoided the negotiations on religion. The researcher carried on interviews in the most ethical way as possible that is taking into consideration of fear or sensitive nature of the negotiations in a political separated environment, the researcher was sown to safeguard the names and positions of the respondents. The researcher, before embarking on interviewing any officials at Steelmakers Zimbabwe, started with the General manager then Human Resources Manager, who then gives the researcher the permission to get the relevant data and information from the various officials.

3.7 Validity and reliability

In order to have an adequate insight on validity of information that has been collected by the researcher, triangulation method was used by the researcher in order to witness the validity of the data. Saunders (2009) defined triangulation as a scheme where the researcher had to make use of many data collection methods within one area of study, with this study the researcher used questionnaires and interviews. Validity looks at the degree at which the research instruments are valuable to the researcher. Questionnaires and interviews are useable for quantitative and qualitative drives which the researcher used.

The researcher conducted pilot testing at Steelmakers to get reliable information. The researcher initially gave 10 questionnaires to respondents who were not the part of the actual respondents which participated first so as for the researcher to view if those respondents will give correct data as well as in testing the reliability of the questions on the questionnaire. Smith et al (2009) highlighted reliability as the degree to which the researcher collected information and methods of analysis are responsible for producing consistence outcomes. The research tools both the questionnaire and the interviews were reliable as all the data which was collected by the

researcher was first hand. It follows that the data was used for overview about the impact of Quality Management Systems on Steelmakers' overall performance.

3.8 Data analysis and presentation

Data analysis is the way of translating the information and data collected into sets of assumptions. The process which follows after collection of raw data is data analysis. Harper (2004) highlighted that there is need for raw data to be transformed into a form appropriate for analysis and interpretation by all users. In this research, data was presented over a series of coherent steps.

Charting

Tabulating

Coding

Editing
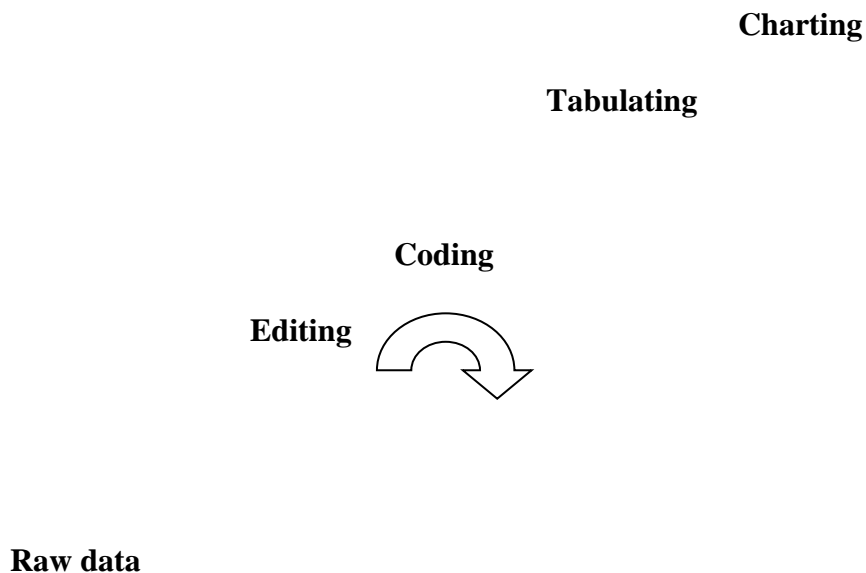
Raw data

The researcher commenced the process of data preparation that involves the transformation of the collected data into a more usable and understandable information. The findings of the research which was raw data were at first edited that is checking for errors and mistakes and tried to correct the unclear responses as well as removing the spoiled questionnaire. The research findings were categorized and coded into necessary questions and then tabulated. After the

accomplishment of editing and coding the data was entered into a computer for successive data analysis. Calculations were drawn on percentages using Microsoft Excel and the information from the computer was presented on bar graphs, line graph and tables.

3.9 Summary

Chapter 3 focuses on the methodology. This chapter makes an emphasis on different research design, sampling procedure as well as research instrument and data analysis procedures. It is in this chapter where ethical consideration and validity and reliability is explained. The next chapter concentrates on presentation of data, analysis and the discussion of findings of the research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The chapter mainly focuses on research findings presentation and analysis obtained from questionnaire and interviews conducted. In relation to the responses given by the respondents and the literature review, research objectives were analysed. In order to improve the understanding of the research findings, the data was presented through bar graphs, line graphs and tables. Chapter summary is also given.

4.1 Respondents rate

Customer and employee different questionnaires were distributed, that is 44 questionnaires for employees and 16 for customers. The respective response rate is shown in table 4.1.

Table 4.1 Questionnaire response rate

Respondents	QUESTIONNAIRE SENT	RETURNED	%RESPONSE RATE
Employees	44	39	88
Customers	16	15	93
Total	60	54	90

As shown in table 4.1 the total response rate the researcher managed to get was 90%. Customers' response rate was higher (93%) because they seems to have an interest in the area of study. The response rate was largely due to that the sample size was manageable was so manageable hence facilitated easy follow ups. The employees' overall response rate (88%) was lower because some might not have a better understanding of the subject matter or maybe language might have been a barrier to some of the Indians.

4.2 Impact of customer focus on customer loyalty

Customers were asked questions in terms of their tendencies of referrals, repeat purchase and their consistency in business with Steelmakers so as to measure customer loyalty.
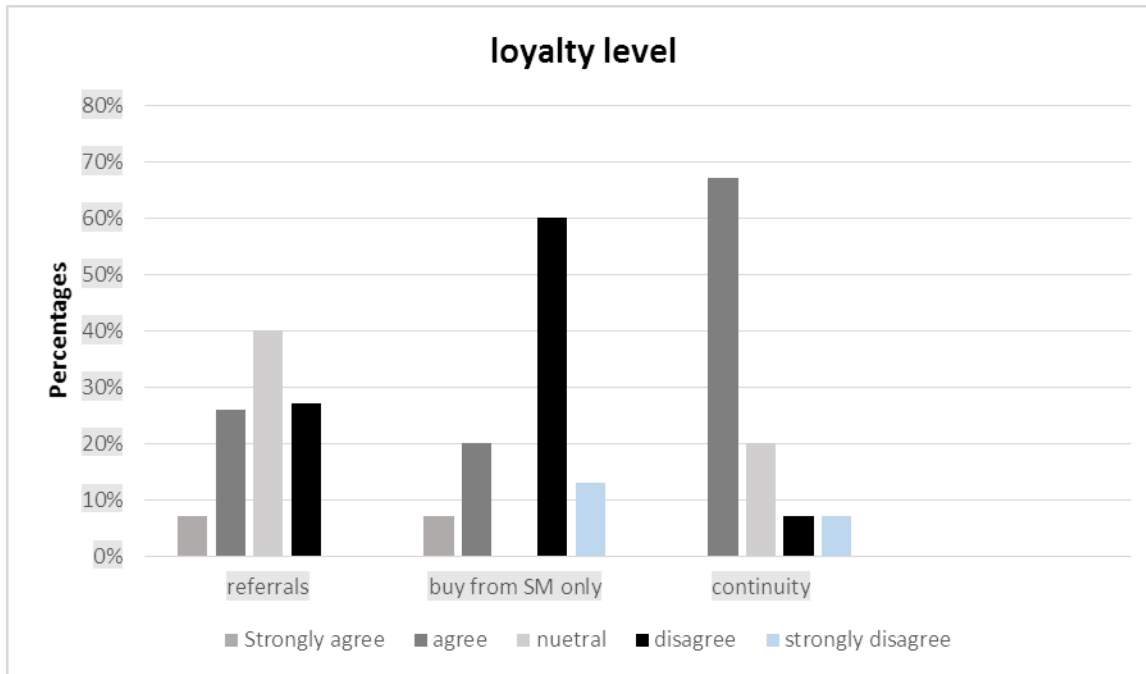
Fig 4.1 level of customer loyalty of Steelmakers customers

Fig 4.1 above shows that 7% of the respondents strongly agree, 27% agree, 40% have neutral decision and 26% disagree that they refer other potential customers to Steelmakers. Customers who make referrals were 33% but many of them have a neutral decision because their complaints are not mainly dealt with on time. 73% of the respondents disagree on them buying from Steelmakers only because of lack of consistency in terms of product availability. However 67% agree on them continuing to do business with Steelmakers because they are really satisfied with the products and service as they conform to their specific requirements.

The results are that Steelmakers through its customer focus has manage to satisfy its customers because of the services they got from the employees which were so good and they actually buy products 4 times per 6 months, however they are not loyal to the organization.

Customers have created a good relationship with their supplier because of its ability to produce quality products hence they are making repeat purchases, many having more than 3 years buying products as well as buying for 4 times in large quantities but still defect, having other suppliers

whom they think they can provide better. These results shows that there is good level of repeat purchase, no referrals, good promises and existence of other suppliers to the customers hence customers are not loyal to Steelmakers. The results go hand in hand with Griffin (1995) as well as a study carried on by Mohsan et al (2011) in that customers can be satisfied and not loyal.

4.3 Influence of leadership approach on employee morale

Employees were asked question on their views about the leadership approach being used by the organization and how it stimulate their job satisfaction, motivation and productivity. Democratic leadership style is being used by the researcher to determine its influence on job satisfaction, content of employees and management support so as to enhance the overall morale.
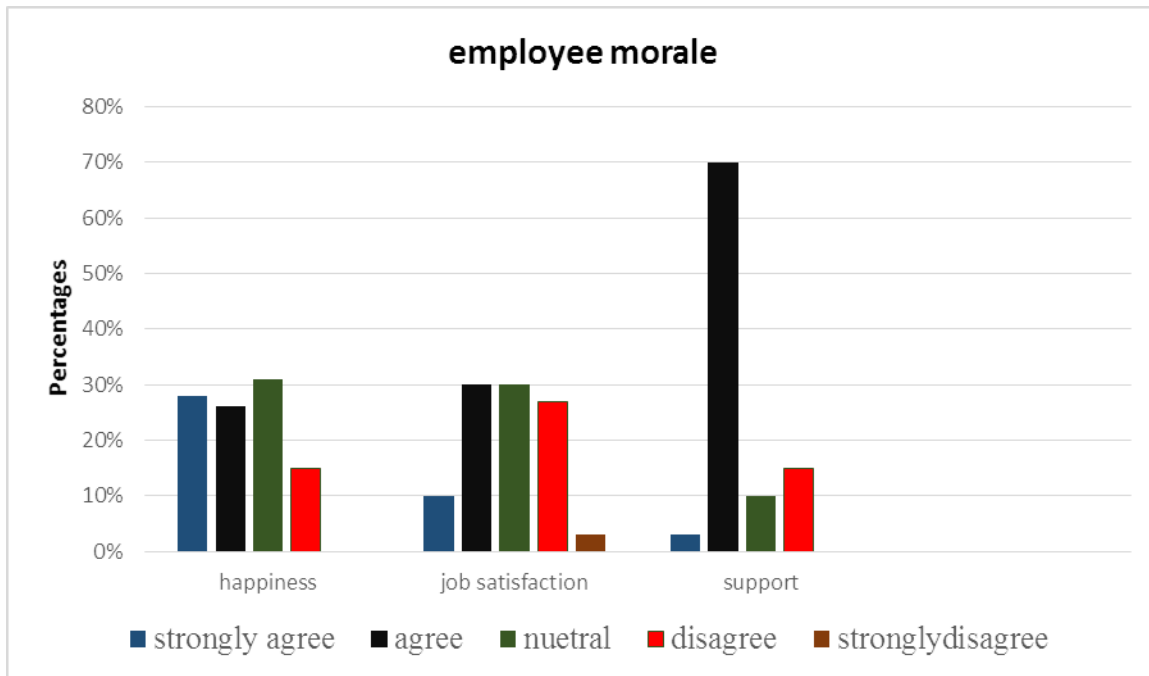

Fig 4.3 level employee morale

As stipulated by fig 4.3 above, employees believed that their organization is using democratic leadership style. Out of the respondents 10% strongly agree on being satisfied with their job,

30% agree, 30% had a neutral view whilst 28% disagree and 3% strongly disagree on having high level of job satisfaction. 40% of employees have high level of job satisfaction because 54% of the employees are very happy with the prevailing leadership style. 73% of employees agrees that management supports them in terms of quality circles, team work, and act on suggestion from them, gives room to come up with ideas.

40% are happy with the leadership style because there is high level of communication, delegation, management commitment which led to job satisfaction and high employee morale because they were given chances to communicate about their problems and management act on those issues.31% are not happy with the democratic style because they are not encouraged to take risks so as to save for the available resources which are so limited. Employees' morale is being influenced positively by the management because the management created an environment which is conducive for quality improvement through employee training, having a high level of QMS awareness as well as setting clear goals which are understandable to the entire organization. Through the interviews management acknowledged the high level of employee morale through reduction in absenteeism, accidents at workplace and increase in production. This is because the employees acknowledged that they have enough information to carry on their given tasks as well as that the leadership style towards them is so good. However 31% of the employees are not satisfied with their job because they are not allowed to take risks at work place there-by limiting them in their actions and creativity. Management support that because they do not trust some of their employees as they think they can bring in disaster through mistakes so as to avoid re-melt and returns of the products hence they support the use of team work and delegation of some tasks so as for them to help each other and feel part of the organization.

The results were that democratic leadership style, with high management commitment yields greater results through customer satisfaction, highly motivated workforce and increase in production through employee morale.

Democratic leadership style used at Steelmakers is the one which has got greatest influence on employee morale because they have the ability to deal with employees overt and matters of the heart issues which can submerge workforce performance. The results are that democratic leadership style increase employee morale but on the other hand some employees are not appreciating it as a good approach because the style is not fair to the Zimbabweans and favours the Indians mostly as the leadership is made up of many Indians. The findings are supported by Subbraj (2005) but not supported by Goleman (2000) and Nonfiction (2012).

4.4 Influence of continual improvement on costs savings.

Management and employees were asked some questions on continuous improvement and cost savings, through questionnaire and interviews respectively and secondary data sources was also used so as to be able present the data and getting deeper understanding on influence of continuous improvement on cost savings.
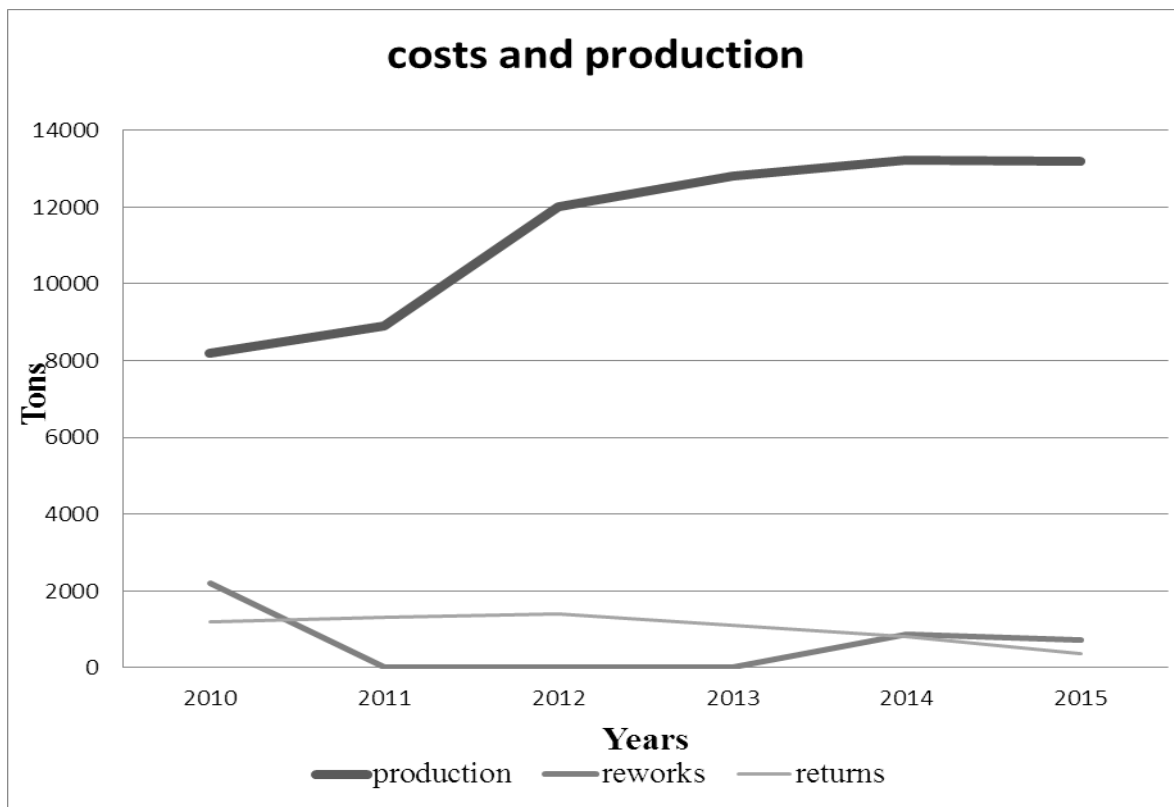
Fig 4.4 Source: SM Annual production and costs reports: Relationship between costs and production at Steelmakers

Fig 4.4 above shows the movement among annual production and related reworks and returns of the products. Production ever since 2010 was increasing, from 8200 tons in 2010 to 13180, though the production decreased 50 tons from 2014 to 2015. The related reworks was decreasing from 2010, being constant from 2011 to 2013 increased in 2014 and then decreased in 2015 from 2200 tons to 720 tons by 2015 which was mainly due to the existence of continuously improvement strategies, learning cycle, training and teamwork. As from 2010 the returns were decreasing from 1205 to 326 tons by 2015 though they seemed to be almost constant to 2012 but decreased drastically from 2012 to 2015. The results shows that as from 2010 to 2015, though the quantity produced was increasing returns and reworks were decreasing as well, this was mainly because of the adoption of TQM and just-in-time production by 2010 as continuous improvement strategies, training of the workforce, highly motivated workers and recruitment of highly skilled and experienced workforce. Management in an interview supported the secondary data and agreed on continuous improvement strategies such as zero defect and harm, safety, outstanding management commitment to be very effective on reducing as well as saving costs at the work place through returns, reworks, defects and accidents. Employees acknowledged the existence of good working environment which is very awesome for quality improvement which actually considers the customers first whether internal or external.

In agreement of the results, management acknowledged the existence of quality circle and clear goals which have managed the organization to have many less costly initiatives. They agreed on that since the adoption of ISO 9001:2008 they have put in place lots of good strategies to support the program such as hiring of highly skilled and motivated auditors, clear goals, quality circles, better machinery, employee involvement, training and retraining of workers as well as retrenchment of incompetent workers. They agreed on learning cycle as a most valuable factor as employees are discovering better ways of doing things not only in production but marketing and quality departments through experienced workforce of some having more than 5 years at

Steelmakers. Management is of the view that their main goal as the organization is to have a highly loyal and satisfied customers, motivated workforce and at the end be productive. Therefore there is a negative relationship between continuous improvement and costs in that as there is continuous initiatives costs are also decreasing in terms of reworks, defects and returns.

Management believe that many of the CI strategies are really working out but some they are not for example continuous training and getting state of the art machinery as it is very costly for them to import that equipment. The results was that Steelmakers through its continuous improvement has got enjoyed some benefits such as reduction in reworks and returns and these conclusion goes hand in hand with the findings of Banker et al (1993).

To counter some problems which can inhibit continuous improvement Steelmakers management had put a very large water tank around the plants for production facilitation. To ensure a good relationship with electricity provider, Steelmakers was among the first organization to pay bills in foreign currency during era of pre-multi-currency to counter on limited power shortages so they are now being notified in advance for pre-plan for instance working shifts. This strategy has helped the organization so to be able to deliver the products to the customers on time as well as increase in production. On the issue of machinery spare parts, Steelmakers build a warehouse spare parts which were completed in 2011 so the management is now importing the parts in advance to avoid long plants breaks. Management also highlighted that ISO and TQM approaches were very costly initiatives but those costs were very worth as efficiency and productive have been being witnessed ever since 2010. Kaizen was also employed and comes with its benefits which it had managed to reduce organizational costs.

4.5 Summary

Chapter four involved data collection, summation, presentation, analysis and discussion. It is in this chapter where the important insights of the area of study are discussed. After data collection through questionnaire and interview, some inferences were drawn. Discussed in the next chapter, is the summary, conclusion and recommendations of the research.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Summary

The main goal of this research was to investigate on the impact of Quality Management Systems on company performance, a case of Steelmakers Zimbabwe. This goal was attained successfully as research question were answered and analysed from evidence gathered from primary and secondary data sources and related supporting authors of the findings were given. Customers acknowledged that Steelmakers was customer focused ever since it was ISO certified but they are now gradually loosing confidents from it.

The study revealed that a good QMS is an important aspect being cherished by the customers and even to enjoy the advantages of such a strategy implementation. Poor strategized QMS will result in no improvements in performance as returns will be high, high defects, high rate of wastages, low staff morale then the organization will have the cost of re-melt and reproduce the products for sale. The research also provide an insight that leadership commitment is the most key and important factor to ensure productivity from the concept of ISO 9001:2008.

The results also shows that customers are satisfied with the product as it meet their conformance hence repeat purchase is witnessed but they are not loyal to Steelmakers as they buy from other steel producers and they lack confidence in referring. Employees are so happy with the democratic leadership style hence high employee morale and reduction of incidents at workplace, low amounts of returns, zero defects and low reworks. Steelmakers is also facing challenges from external environment such as liquidity crunch, too much power cuts and lack credit facilities which is greatly affecting its operation but it has put some measures to counter where possible.

The recommendations which were given are provision of adequate training, adoption of more than one leadership approach, favourable working environment, benchmarking with other organizations and provision of adequate resources to the employees. For further research study the recommendation was on the impact of other principles not studied of ISO 9001:2008 QMS.

5.1 Conclusion

The findings of this research was that there is a strong relation between QMS and the performance of an organization and this relation is highly affected by leadership commitment which is key factor which can lead to success or failure of management systems. This is so because Steelmakers was acknowledged by the customers that it is customer focused through provision of products of value. A living proof for this is attainment of high employee morale through management providing much support to the employees so that they can provide the best services to the customers. This is being evidenced by a good working environment which is conducive for quality improvements, trainings such that employees will have a high level of QMS awareness. The results were that Steelmakers employees are fully furnished with adequate resources to ensure quality improvements through highly customer focused organization through total customer experiences that are so memorable so as to enhance them into being satisfied.

5.1.1 To establish on how customer focus is affecting customer loyalty

Steelmakers customers are very satisfied with the products they receive because they meet their expectations however products are not availed to them on time and their complaints are not dealt with on time. This problem had resulted in 73% of customers have many other suppliers they think they can get better value, customers are satisfied, make repeat purchase, hence no referrals resulting in customers not being loyal to the organization. Therefore being customer focused assure customer satisfaction in the product but the presence of dissatisfying factors led to no loyalty. Customers need security, consistency, reliability, value, and affordability as well as value addition services for loyalty which can be created through a positive emotional. Customers at Steelmakers have a good relationship with their supplier but it is not that strong hence it is very possible for competitors to penetrate into this kind of emotional bond. The results go in hand with Mascrenhas et al, (2006) and Churchill et al, (2001).

5.1.2 Influence of leadership approach on employee morale

Steelmakers' employees acknowledged the issue of management commitment in QMS through democratic style and professed that this was a chief driver of meeting customer expectation as well as on improving their job satisfaction. However they highlighted the issues of overall leadership style towards them as fair which is democratic hence there is need of equal treatment of them despite the race. The resources also were hindering progress as they were limited hence the management were hindering them from discovering new things for themselves as they had fear of resource wastages. Employees also acknowledged the presence of clear goals which were aimed at meeting customer expectations and through training and experience at work place, they have enough information to carry out their given tasks. Therefore the results were that 54% of employees were happy with the democratic leadership style because it boost their level of job satisfaction through a high management which were supported by 73%.Hence Democratic leadership style leads to a high employee morale because of high communication levels in the organization but on the other hand the leadership style is not fair to different races which is supported by 31%. This calls for management to adopt more than one leadership style to as to cater for everyone despite race. Employees acknowledged the presence of participative management in the organization which has aided in organizational performance through high employee morale in that those at the scene of action know how best to improve processes to ensure continuous improvement and these results is in line with the findings with Alhassan, (2014).

5.1.3 Continuous improvement's influence on cost savings

Employees appreciated management providing much support for quality circles through training and team work initiatives. Therefore ISO 9001:2008 have benefited the organization a lot through performance improvement, being enhanced by employee involvement and the adoption of TQM, just-in-time production as continuous improvement strategies had made it possible for the decrease in sales returns, reworks and defects and hence cost savings through efficiency. Since the adoption of TQM since 2010 production has been increasing while returns and reworks

were decreasing. The results of the study shows that experience of the workforce, teamwork between all departments, employee involvement and commitment and top down communication which encourages efficiency.

This conclusion is supported by the findings of Bhuiyan, (2005) and Jiju, (2007).It was postulated by the management that with ISO and TQM in place it has made it possible for Kaizen to put the organization in a more favourable position and this is supported by the findings of Porteous, (1986). The end justifies the means this sentiment was brought in by management acceptance of the fact that even though the ISO 9001:2008 was a bit of stringent side the pain was worth the gain.

5.2 Recommendations

- Adequate and value addition training and retraining is the researcher's recommendation. This strategy helps the organization in terms of having knowledgeable workforce which is highly motivated. This helps the organization to have the ability of clear communicated vision, mission and objectives.

- The other recommendation is that management have to adopt more than one leadership approach which can deal with each and every situation so as for the leaders to be very effective. The styles should be in a position of allowing employees to participate in decision making for them to have the sense of belonging. This opens up an avenue for direct positive confrontation by management of the problems at hand and also facilitates employee motivation by giving employees a sense of responsibility and accountability for suggestions. Management have to ensure fair treatment of workers despite race and takes into consideration their personal values.

- The working environment should be made more favorable for quality improvement so as to ensure productivity in the long run. In this era of globalization there is need for meeting and even exceeding customer expectations, organizations have to concentrate on

prioritizing on the customer's voice. Employees can be given their salaries on time, promotion, giving rewards and some incentives.

- Management have to provide adequate resources to the employees. The resources can be in terms of financial, support or skills so as to boost level of morale and confidents in terms of continuous improvement through reduced number of incidents, reworks and defects. Quality circles have to be encouraged by the leadership so as to bring in new ideas in the system for cost savings.

- Management has to ensure the provision of quality services to the customers in terms of delivery and dealing with customer complaints so as for them to get the real value which makes a wonderful experience. They had to put in place some loyalty programs because if any of the new players in the Zimbabwe steel industry can provide more consistency then Steelmakers will lose the customers. Steelmakers has to provide a platform where customer air out their concerns as well as it act on their voices.

- There is need for teamwork within organization departments in issues of ISO so as to be able to fully enjoy the benefits of it. All departments have to be fully involved as well as the leader in ISO trainings, implementation and maintenance. Everyone in the organization from top management until shop floor workers should be well equipped to answer any question about ISO and customer related issues.

- Steelmakers can benchmark itself with other steel manufactures such as Sino steel which is an international company so as for it to remain competent in the global industry. This strategy will entail better ways of doing things in terms of continuous improvement.

5.3 Recommendations for Further Study

The aspect under study though broad, leads to efficiency and effectiveness of organization. This concept benefits society as a whole as it avoids the wastage of these scarce resources and result in employment creation. The literature gives different views about QMS and the organization has to take all that into consideration. As this is not a conclusive research, it is recommended further researches can be undertaken on the impact of QMS on company performance, as well as concentrating on the impact of other key principles of ISO 9001:2008 QMS on the performance of an organization.

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Appendix A

Management interview guide

I am a student, currently level 4.2 at Midlands State University doing Marketing Management Honors Degree. The student is undertaking a research on the impact of QMS on company performance and it is purely academic in nature so the data will be treated with the strictest confidentiality.

1. What are the stipulations on customer focus?

2. How do you ensure that your organization is customer focused?

3. As management how do you deal with customer complaints?

4. What leadership approach you think you are enforcing and why?

5. Is the leadership style have an impact on employee morale?

6. What Continuous improvement strategies the organization have implemented?

7. What measures have you put in place as management to ensure high employee awareness levels on QMS?

8. What strategies on continuous improvement have you implemented?

9. What is the value of internal audit in your organization?

Appendix B

Questionnaire for customers

I am a student currently doing Bachelor of Commerce Marketing Management Honors Degree. The student in partial fulfilment of Level 4.2 is currently undertaking a study on the impact of Quality Management Systems on company performance. The aim of this questionnaire is to

evaluate level of customer satisfaction at Steelmakers Zimbabwe and the information will be treated with strictest confidence.

Please tick where appropriate below.

1. For how long have you been doing business with Steelmakers?

1 year   3 ye☐   more☐ 5 years   ☐

2. How often do you buy products from Steelmakers per 6 months?

2   times   4 times   mor☐ an 5times ☐   ☐

Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
3. Steelmakers is customer focused					
4. The products are availed to you on time					
5.The products conform to your specific requirements					
6. Your complaints or issues are addressed on time					
7. I recommend Steelmakers to the other customers					
8.I buy products from steelmakers only					
9.Ishall continue to do business with Steelmakers					
10.I'm satisfied with products and services from Steelmakers					

11. How can you rate the services you get from Steelmakers employees?

Excellent   Go☐   ☐verage   ☐   ☐

10. How can you rate your relationship with steelmakers?

Excellent   ☐ d   ☐ Average   ☐ r   ☐

11. How would you overall rate the quality of Steelmakers services?

Excellent   ☐ d   ☐ verage   ☐ r   ☐

Thank you so much for your cooperation.

Appendix C

Questionnaire for employees

I am a student, undertaking a study in association with Midlands State University on the impact of Quality Management Systems on organizational performance. A case of Steelmakers. You are therefore kindly requested to give objective and truthful information in the provided spaces.

Department: Marketing ☐   Nationality: Zimbabwean ☐

Production ☐   Indian ☐

Quality control ☐

1. How long have you been working at Steelmakers?

   Less than a year ☐

   More than a year ☐

   More than 5years ☐

2. How can you rate your level of Quality Management System awareness?

   Excellent   Good ☐   Average ☐   Poor ☐   ☐

3. How often do you attend training sessions or courses on quality improvement?

   Once per year ☐   twice per year ☐   more than twice per year ☐   never ☐

4. What kind of leadership style do management use?

   Democratic ☐
   Autocratic ☐
   laissez faire ☐

   Other …………………………………………………………..

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5.I am happy with the leadership style					
6. Management give employees room to come up with the ideas					
7. Management act on suggestion from employees.					
8. The working environment at Steelmakers is conducive for quality improvement					
9.Management provide adequate support on quality circles					
10.Without fear, risk-taking is encouraged					
11. Goals are there which aim at meeting customer expectations.					
12. Have enough information to do my job.					
13.I am satisfied with my job					

12. Overall how do you rate fairness of leadership style towards employees?

      Excellent   Good   Fair   Poor   ☐

Thank you so much for your cooperation!