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The Role of Leadership in Promoting Quality Management: A Study on the Chittagong City Corporation, Bangladesh

SM Abdul Quddus* and **Nisar Uddin Ahmed****

Abstract: Leadership plays a crucial role in ensuring quality management in an organization. The purpose of this article is to examine the roles of leadership in quality management relating to the Chittagong City Corporation (CCC), one of the major urban government units in Bangladesh. This study is guided by the European Foundation of Quality Management (EFQM) model, which is a quality assessment tool designed to evaluate an organization's quality management capacity. This paper will focus on the role of leadership because it is one of the major "enabler" components of the EFQM model for quality management. When talking about quality management in an organization, leaders develop and facilitate the achievement of the mission and vision of the organization. They also develop organizational values and systems required for sustainable success and implement these via their actions and behaviours. In relation to this study, both quantitative and qualitative data collection methods were used to gather and analyse that information. Quantitative data were collected from a total of 142 participants, including selective Chittagong City Corporation officials, city inhabitants, government officials and NGO and civil society personnel by using a structured questionnaire. The findings of this study reveal that the CCC leadership has played a positive role in their

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interaction with the customers, partners and representatives of society. Data also revealed that the leaders of CCC reinforce a culture of improvement in their support of staff and they tend to identify and promote organizational change. However, our data also found that leaders/managers of CCC are not aware of the necessity to develop the mission, vision, values and ethics of quality management in the organization and they lack the quality or capacity to be a proper role model for a culture of excellence, even though they are personally involved in the development, implementation and continuous improvement process of the CCC. This study suggests that the leaders/managers of CCC need to develop a properly structured organizational mission, vision, value framework and system that is essential to improve the quality of management in the organization.

Keywords: Quality management, Administrative Leadership, Mission and Vision, Culture of excellence, Continuous improvement

Abstrak: Kepemimpinan memainkan peranan yang penting dalam memastikan pengurusan berkualiti dalam sesuatu organisasi. Tujuan artikel ini adalah untuk mengkaji pertalian antara peranan kepemimpinan dalam pengurusan berkualiti dengan Chittagong City Corporation (CCC), satu unit utama kerajaan tempatan di Bangladesh. Kajian ini adalah berlandaskan kepada model Yayasan Pengurusan Kualiti Eropah (EFQM), yang mana ia merupakan satu alat penilaian kualiti yang dibentuk untuk menilai keupayaan pengurusan berkualiti dalam organisasi. Kertas kerja ini turut memfokuskan terhadap peranan pemimpin kerana ia merupakan komponen yang penting sebagai pemangkin model EFQM untuk pengurusan berkualiti. Apabila memperkatakan tentang pengurusan berkualiti dalam organisasi, pemimpin-pemimpin berperanan membentuk dan menggalakkan pencapaian misi dan visi organisasi. Mereka juga membentuk nilai organisasi beserta system-sistem yang perlu untuk pencapaian kelestarian organisasi serta untuk melaksanakannya melalui tindakan dan perlakuan mereka. Berhubung dengan kajian ini, kedua-dua kaedah kuantitatif dan kualitatif digunakan untuk mengumpul dan menganalisis maklumat. Data kuantitatif dikumpul daripada 142 orang peserta, termasuk pegawai-pegawai Chittagong City Corporation yang terpilih, penduduk bandar, pegawai-pegawai kerajaan, NGO dan masyarakat setempat, dengan menggunakan borang soal selidik yang berstruktur. Hasil kajian ini mendapati bahawa kepimpinan CCCC memainkan peranan yang positif melalui interaksi dengan pelanggan, rakan kongsi dan wakil-wakil masyarakat. Data juga menunjukkan bahawa pemimpin-pemimpin CCCC mengukuhkan lagi budaya untuk memperbaiki sokongan pekerja serta mereka turut cenderung untuk mengenal pasti dan menggalakkan perubahan organisasi. Walau bagaimanapun, data juga menunjukkan bahawa pemimpin/pengurus CCCC didapati tidak

sedar akan keperluan untuk membentuk misi, visi, nilai dan etika pengurusan berkualiti dalam organisasi. Disamping itu, pemimpin juga kurang kualiti atau kapasiti untuk menjadi model yang baik bagi memupuk budaya kecemerlangan, walaupun mereka terlibat secara peribadi dalam pembeduan, pelaksanaan dan dalam proses pembaikan CCCC tersebut secara berterusan. Justeru itu, kajian ini mencadangkan bahawa pemimpin/pengurus CCCC perlu untuk membentuk misi organisasi yang berstruktur, bervisi, dengan kerangka nilai bersama sistem yang diperlukan untuk meningkatkan lagi kualiti pengurusan dalam organisasi.

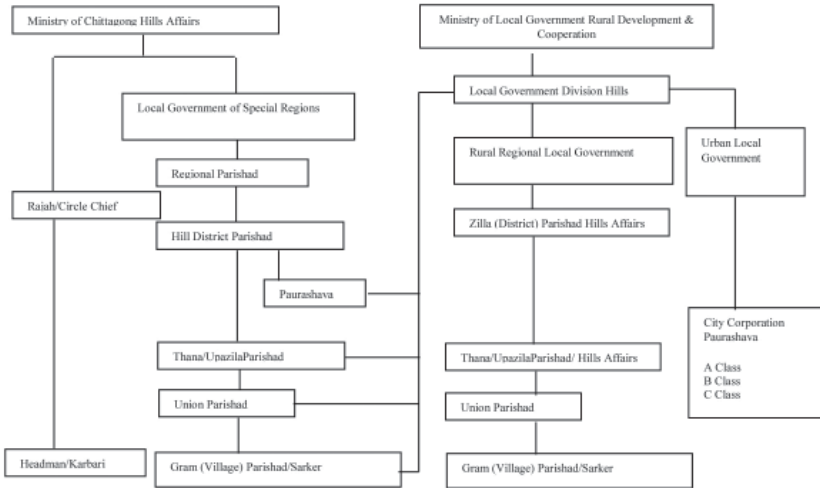
Kata Kunci: pengurusan berkualiti, kepimpinan pentadbiran, misi dan visi, budaya kecemerlangan, peningkatan berterusan.

1. Introduction

Bangladesh is located on the southern edge of the Asian continent, covering an area of 143,998 kilometres and is bordered by India and Myanmar. The total population of Bangladesh is 162 million (2016) with a population density of 1,251 per square kilometre (*Bangladesh Country Profile*, BBC, 02 March, 2017; source: <http://www.bbc.com/news/world-south-asia-12650940> & *UN Data* (2016), United Nations Statistics Division). When relating the topics concerning the governance and administration systems, there are two systems to consider: the urban and rural government in the country. The existing urban local government bodies have been established due to the rapid urbanization and industrialization in the major cities of the country. However, from its inception, Bangladesh has been facing various problems related to urbanization and the local governance systems (Bhuiyan, 2010). The massive population growth and growing economic conditions led the administrators to facilitate the creation of the current urban local government system in the country.

The rural local government institutions consist mainly of the Union Parishad, Upazila Parishad and Zila Parishad. On the other hand, the urban local government institutions are: Paurashava (Municipality) for districts and Upazila levels while the City Corporation is meant for the Divisional City and in some cases for larger districts. The structure of the local government system in Bangladesh is shown in Figure 1.

Figure 1: Local Government System in Bangladesh



(Source: Abul Brakat et al., 2015: 35)

The focus of this study is on the link between the role of leadership and quality management in relation to one of the major city administrations that is the Chittagong City Corporation (CCC) in Bangladesh.

2. Literature Review

The concept of quality management was developed at the end of the 19th and the beginning of the 20th century (Meteus et al., 2014). The term quality and total quality management were initially used in the private sector (Robertson, 2002). Quality management, based on the public service perspective, has been defined by the Federal Quality Institute in the United States as “a comprehensive customer-focused system ... to improve the quality of products and services. It is a way of managing the organization at all levels, top management to front-line to achieve customer satisfaction by involving all employees and continuously improving the work processes of the organization” (Brown et al., 1991). According to Bou-Llusar et al., quality management is a kind of management that is characterized by some guiding principles such as quality planning, quality control, quality assurance and quality improvement that help an organization to operate in an effective manner, which ultimately lead to high performance and output (Bou-Llusar et al., 2008:5; Zehir et al. 2012). The quality management approach not only emphasizes product and service excellence but also the means to achieve

it. The core argument here is that profitability is best accomplished by reducing the cost of poor quality and preventing defects (Crosby, 1979).

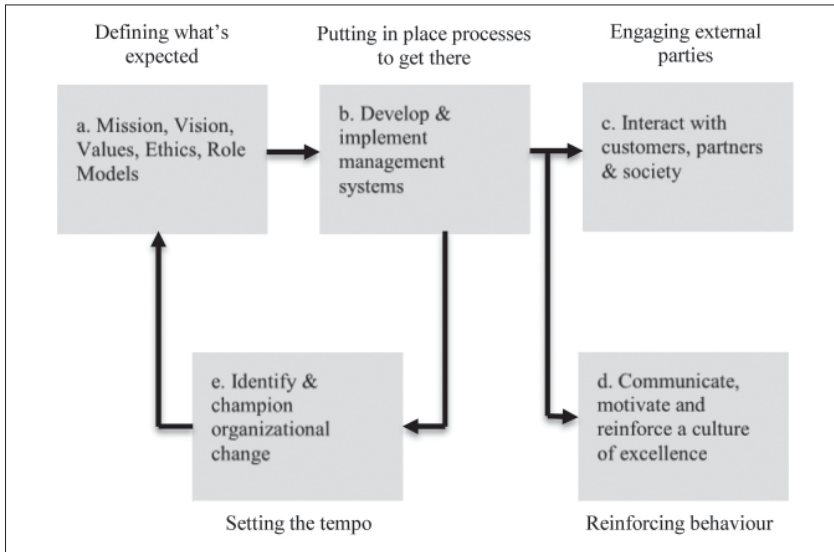
For Bou-Llugar (2009), the concept of quality management can be understood from two perspectives i.e. social or soft quality management and technical or hard quality management. The social or soft quality issue is concerned with human resource management and is highly emphasized on leadership, employee involvement, training and teamwork in an organization. In addition, these social dimensions of quality management are explained in the European Framework of Quality Management (EFQM) model in terms of two enabler criteria referred to as the “people/staffs” and “leadership” criteria.

2.1 Leadership and Quality Management

Excellent leaders develop and facilitate the effort towards the achievement of the mission and vision of the organization. They also develop organizational values and systems required for sustainable success and implement these via their actions and behaviours. During periods of change in the organization, they are meant to exhibit a constancy of purpose. Where required, such leaders should be able to change the direction of the organization and inspire others to follow. Appropriately, leadership plays a crucial role in developing and managing the quality management of any organization, which is why leadership is one of the key components of the EFQM excellence model for quality management. This model emphasizes that charismatic leadership for an effective and successful organization is crucial. The model also contains five “enablers criteria” and four “results criteria”, and it is claimed that the “enablers criteria” drives the organization’s performance forward (Bou-Llugar, 2009). According to the EFQM model, there are five major assessment areas that organizations should evaluate to investigate the performance of leadership and to improve and ensure quality management. These are: (a) for leaders to develop the values, vision, mission, ethics and to serve as role models for a culture of excellence; (b) for leaders to personally be involved in confirming that the organization’s management system is implemented, developed, and continuously improved; (c) for leaders to interact with partners, customers, and representatives of society; (d) for leaders to reinforce a culture of excellence with the organization’s people, and (e) for leaders to identify and champion organizational change. The five major areas of

the “leadership” role relating to quality management of an organization are shown in Figure 2.

Figure 2: Role of leadership in quality management



(Source: Hakes, 2007:32)

Although the above-mentioned EFQA model is not directly tailored to the specific context of this study, it nevertheless provides useful insights on the administrative approaches to quality management reform. Moreover, innovation and change are important at all stages of development and different models of innovation play different roles at various contexts. However, incremental innovation and change are often associated with the adoption of foreign model and techniques, which can improve the effectiveness of business and public services (OECD, 2012).

3. Methodology and Data Collection Strategies

This study has used both quantitative and qualitative approaches of data collection techniques. Data were collected from different sections and sources of the Chittagong City Corporation (CCC) institution such as higher and middle-tier officials, Head of Departments, the Chief Executive Officer, peoples' representatives or City Councillors, NGO officials and other stakeholders such as the Chittagong Development Authority, Water and Sewerage Development Authority, Power

Development Board, high level government officials such as the Deputy Secretary of the Ministry of the Local Government & Rural Development (LGRD) and selected city dwellers. A total of 250 questionnaires were distributed to the respondents using structured questionnaires and 142 questionnaires were returned. In addition, 25 face to face interviews were conducted by using an open-ended interview questionnaire to validate the quantitative data and get detailed and on-the-field information about the activities and roles of leadership in the CCC. Most of these interviewees were from different sections of the society such as city-dwellers/ service users of the City Corporation, schoolteachers, media workers and other stakeholders of the Corporation such as suppliers, contractors, etc.

3.1 Respondents' Demographic Profile

Table 1 illustrates the participant's socio-demographic information. The majority of the participants, 119 or 83.8 percent, were males and the remaining 23 or 16.2 percent were females. It is noteworthy to mention that numbers of women specially holding the ranks of officer in the City Corporation was minimal and because of the male-dominating society, there was less feedback from women respondents. However, the first and second most populous age groups of respondents were between the ages of 31-35 years (26.77 percent) and 26-30 years (18.30 percent) respectively. These two respondent groups were in fact most commonly officials and staff of CCC. In addition, there were middle-age respondents consisting of the ages between 41-45 years (15.5 percent) and, notably, a group of 15 or 10.60 percent of respondents who were above 51 years of age. Overall, there were people of multiple age groups (table 1) among our respondents, consisting of the young, middle aged and older officials and general public or city dwellers.

The level of educational attainment of the respondents presented in the same table shows that most respondents have completed their postgraduate studies, numbering 78 respondents (54.9 percent). Obviously, people who hold high positions at the CCC, like other urban government institutions, need to have graduate or postgraduate qualifications to meet government recruitment criteria. The second highest educational attainment belongs to the respondents who completed their bachelor's degrees or graduate programs and their number constituted a total of 37 respondents (26.10 percent). In addition, 17 respondents (12

percent) had completed their higher secondary certificate (HSC) level study and 5 (3.5 percent) had completed their medical degrees and 5 (3.5 percent) respondents had attained a degree from an engineering field. Overall, the majority of respondents of this study had good educational backgrounds as they are directly or indirectly associated with the CCC and its daily operations.

Table 1: Respondents' demographic information

<i>Demographics</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Gender</i>		
Male	119	83.8
Female	23	16.2
<i>Total</i>	142	100.0
<i>Age</i>		
20 – 25	3	2.11
26 – 30	26	18.30
31 – 35	38	26.77
36 – 40	27	19.01
41 – 45	22	15.50
46 – 50	11	7.74
51 and above	15	10.60
<i>Total</i>	142	100
<i>Level of Education</i>		
Post graduate	78	54.9
Graduate	37	26.1
M.B.B.S.	5	3.5
Engineer	5	3.5
H.S.C	17	12.0
<i>Total</i>	142	100

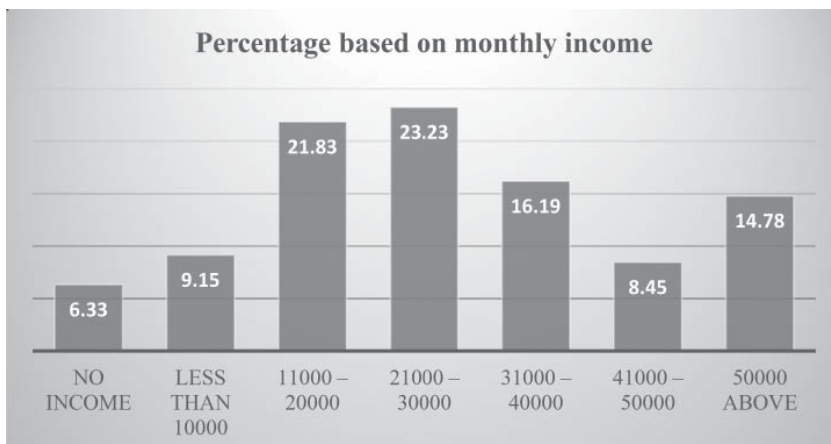
Figures 3 and 4 show respondents' occupational background and monthly earnings respectively. Data show that the majority of the participants were service providers in public and private institutions (26.10 percent, of which 16.2 percent were CCC officials, 12 percent were holding position as teachers in schools and other organizations), and second highest (21.10 percent) number of respondents occupational status was business related.

Figure 3: Percentage of respondents based on occupation



Data presented in figure 4 show that majority of the participants earn between Tk. 21000-Tk. 30000 monthly, which is in the middle income range according to the pay scales for government officials declared by the government. This is because the majority of respondents hold mid-level officer positions in the CCC and other government and non-government agencies. However, the data also identified that 6.3 percent of the respondents had no earning source whatsoever. This may be because they are still studying or because they are retired from self-employed jobs.

Figure 4: Percentage of respondents based on monthly income



4. The Role of Leadership in Quality Management in CCC

Participants were asked questions on five major themes of leadership roles as suggested by Hakes (2007), possible answers ranging from “strongly disagree” to “strongly agree” (Strongly disagree= SD; Partial disagree= PD; disagree= D; Partial agree= PA; and Strongly agree= SA). These roles of leadership are outlined as: develop the values, vision, mission, and ethics for and to be role models for a culture of excellence; personally be involved in configuring the organization’s management system; interact with partners, customers, and representatives of society; reinforce a culture of excellence with the organization’s people; and identify and champion organizational change. Results related to these themes of leadership roles in the CCC are discussed in the following sections:

4.1 Setting the Mission, Vision and Values for a Culture of Excellence

Hakes (2007) highlighted several important issues that leaders of excellent organizations do for the purpose of developing the mission, vision, values and ethics and being role models for a culture of excellence. According to Hakes, excellent organizations ensure that leaders at all level of organization: (i) are collectively engaged in defining-reviewing organizational missions, visions and values-ethics; (ii) maximize the involvement of their people in the understanding, development, and sharing of the organizations missions, visions and value ethics; (iii) target a desired organizational climate; (iv) understand that there is ‘no finish line in the race to excellence’ and visibly champion continual performance improvements (large and small, short term and long term) in this context; (v) have policies and plans to endorse improvement activities, through, for example, leaders acting as improvement team sponsors, or participants, or communicating successful improvements made; (vi) personally use the improvement methodologies provided for their people, and make this involvement visible (as a role model activity) whenever possible; (vii) be clear on what role or behaviours leadership need to play for the organization; (viii) find ways to measure their personal leadership effectiveness and have development plans to improve it.

Four items for inquiry were included in the questionnaire used in this study (table 2) to assess the CCC leadership’s role in developing

the mission, vision, values and ethics as well as to infuse a culture of excellence among subordinates. These four items were: CCC leaders encourage employee empowerment and autonomy, CCC leaders participate and give support to continuous improvement processes, CCC leaders collaborate in quality training by teaching people at lower hierarchical levels, and CCC leaders ensure that all members of the organization have a clear idea of what the CCC’s position in the society should be.

Table 2: Respondents’ opinion on the development of the mission, vision, values and ethics and of being role models for culture of excellence of CCC leaders

No.	Items	Strongly Disagree%	Moderately Disagree%	Disagree%	Moderately Agree %	Strongly Agree %
1	Leaders encourage employee empowerment and autonomy	12.7	19.7	30.3	20.4	16.9
2	Leaders participate and give support to continuous improvement processes	4.2	21.1	16.2	26.8	31.7
3	Leaders collaborate in quality training by teaching people at lower hierarchical levels	14.1	37.3	19.7	12	16.9
4	Leaders ensure that all members of the organization have a clear idea of what the CCC’s position in the society should be	11.3	19.7	16.2	31.7	21.1

Table 2 shows that 30.3 percent of participants “disagree” with the statement that CCC leaders encourage employee empowerment and

autonomy and 20.4 percent of participants were found to “moderately agree” that the CCC leaders practice and encourage employee empowerment and autonomy. From this finding, it can be said that the leaders of CCC are not interested to empower their employees or decentralize power to their subordinates. This finding is supported by interview data when one respondent¹ stated:

All decision-making power in CCC is preserved for the higher authority i.e. the honorable Mayor. This organization is very big and its functions are huge. For the purpose of running such a big organization effectively, leaders/managers of the CCC should decentralize their power to facilitate proper service delivery to the city’s inhabitants. But in practice, the top officials have no intention to decentralize their power. I think CCC’s top management should share their power and decision making authority with other elected public representatives such as councilors to reduce their administrative burden.

In relation to leaders’ participation and support given to continuous improvement processes, 31.7 percent of respondents “strongly agree”, which means CCC leaders participate and give support to their staffs in order to implement and improve processes. Only 16.2 percent of respondents “disagree” with the view that CCC leaders do not support their staff. These findings indicate that CCC leaders are positive to participate and give support to continuous improvement of the activities of the CCC. The ex-Mayor of CCC, A.B.M. Mohiuddin² Chowdhury also reflected on the issue as follows:

Leaders must have the idea of leadership. A businessman always thinks about his own benefits but a political leader is supposed to think about his people and country. I think CCC leaders should encourage and support their staff/employees. During my period as a Mayor of CCC, I used to invite all staff in our big festivals and occasions and I also accepted their invitation and spent some time with their families. I even gave support to their children’s education. I tried to encourage CCC employees by providing them with new uniforms (official dresses) with the CCC logo and provided proper training and transportation facilities where necessary.

Regarding leader’s collaboration in providing quality training to people/staff at lower hierarchical levels at the CCC, the findings show

that the majority of participant i.e. 37.3 percent of respondents, ticked “moderately disagree”, which means there is a lack of initiative among CCC leaders to provide needed training to lower level staff. It also shows that the CCC leaders are not aware of the importance of regular training for lower level staff for quality improvement. One interviewee³ supported this finding as follows:

CCC has a lack of efficient and skilled manpower. This organization should get rid of ineffective and lazy employees. Management must think to appoint new, educated and skilled employees. Most importantly, proper training must be provided regularly to all existing and newly recruited staff. This way, the CCC can ensure quality service delivery of its staffs and prevent misuse of resources by employees.

Relating to a leader’s role in ensuring a caring attitude of the staff towards city dwellers, results revealed that the majority of the participants (31.7 percent) ticked “moderately agree” in relations to the notion that CCC leaders/managers make sure that their staff have a clear idea of what the city’s residents actually think about the quality of service provided to them. This finding leads to the conclusion that the CCC employees are aware of CCC’s image in the eyes of the city’s inhabitants.

To sum up, the leadership in CCC plays a positive role in relation to the participation and the giving of support to continuous improvement processes and they should emphasize that all staff of the CCC should have a clear idea what the image of the CCC is among the city’s residents. However, CCC leaders demonstrated negative attitude in empowerment of subordinates and their work autonomy. CCC leaders/managers also failed to take necessary actions in order to ensure necessary training for CCC staff on a regular basis so that they could support continuous improvement processes.

4.2 Promoting Management Systems for Continuous Improvement

According to Hakes (2007), leaders in well performing organizations tend to ensure that there exists at all levels of their organization a systematic defining-reviewing of the organization’s governance strategies, people, processes, structure and presence of ability to support the delivery of the organization’s current and foreseeable aims. They also make sure that all executives have formally appraised objectives and targets related to the process and governance infrastructure of the business.

Most importantly, they define and maintain effective performance systems that are able to systematically review performance, monitor and vary plans and establish timely and formal improvement activities if performance is below standard. Thus, leaders should be the symbol of innovation and creativity.

There were two items included in the questionnaire (see table 3) to assess personal involvement of CCC leaders in ensuring that the organization's management system is geared for continuous improvement. These two items are: (a) "CCC Leaders become involved in running the corporation as a set of interrelated processes, all of them responsible for quality" and (b) "CCC leaders ensure that employees are capable of taking initiatives and assimilating better ways of doing their jobs."

Table 3: Respondents' opinion on the personal involvement of leaders in overseeing management system of CCC

No.	Items	Strongly Disagree%	Moderately Disagree%	Disagree%	Moderately Agree %	Strongly Agree %
1	CCC leaders become involved in running the CCC as a set of interrelated processes, all of them responsible for quality	8.5	21.8	34.5	14.1	21.1
2	CCC leaders ensure that employees are capable of taking initiatives and assimilating better ways of doing their jobs	12	18.3	15.5	31.7	22.5

Table 3 shows that a majority of respondents (34.5 percent) expressed disagreement with item 1, which means CCC leaders are unable to maintain coordination with its internal processes i.e. departments, and failed to convey the message to subordinates that all of them are responsible for quality. This is confirmed by one of the interviewee⁴ who mentioned:

Inter-division or departmental coordination is very important to uphold and maintain quality service delivery and

management in any organization. Unfortunately, there is not much inter-departmental coordination in CCC. I think inter-departmental support and coordination must be ensured by the management to see the successful accomplishment of assignments or targets.

Concerning item (b), results showed that the majority of respondents (31.7 percent) ticked “moderately agree” thus giving positive opinions relating to the statement. This means the CCC leadership showed commitment to take initiatives in order for their staff to perform tasks in better ways but the leadership should still find ways to uphold and maintain inter-division or inter-departmental coordination. Results also suggested that CCC leaders need to better involve themselves in running the city corporation as a set of interrelated processes, and should emphasize that all employees are responsible for quality. One CCC official⁵ explained:

I believe that CCC staffs have the capacity to provide quality service to city dwellers as is expected. We are trying to perform better and day by day we are improving and upgrading our system. I can tell you from my 10 years of working experience in CCC that our services and quality management aspects have been improved. Now we have more equipment and other instruments compared to the past. For example, CCC has changed its information and communication systems from manual to digital thus we are able to provide services faster. But we are yet to be a world class service provider in a mega city

4.3 Leaders Interactions with Customers, Partners and Representatives of Society

This section shows how CCC leaders interact with customers, partners and representatives of society. Leaders in high quality organizations ensure that staff at all levels care for a formal, targeted responsibility to focus on developing relationships with key stakeholders and that they meet regularly with these stakeholders and listen and respond to their needs (Hakes, 2007). Leaders in such organizations are also keen for systematic programs of external learning (such as participating in conferences or joining professional bodies etc.) or visits so that they can obtain insights from external practices that they deem exemplary. These leaders also promote and share the organization’s

societal and ethical values/behaviours and address public concerns with current/future products and services; accomplishing this with the aid of effective communication with experience gleaned from issues observed and lessons learnt from external interactions (Hakes, *ibid*). There were two items in the questionnaire to assess the role of CCC leadership on interactions with customers, partners and representatives of society.

Table 4: Respondents' opinion on CCC leaders' interactions with customers, partners and representatives of the society

No.	Items	Strongly Disagree%	Moderately Disagree %	Disagree%	Moderately Agree %	Strongly Agree %
1	CCC leaders take part in continuous improvement processes, even when these activities go beyond managerial responsibilities	7.7	16.9	14.8	23.2	37.3
2	To improve in a particular aspect, CCC leaders collaborate with other organizations	14.8	19.7	5.6	39.4	20.4

As shown in table 4, majority of the participants (37.3 percent) ticked “strongly agree” to the statement that “leaders take part in continuous improvement processes”. Similar positive response was found when the majority of the participants ticked “moderately agree” (39.4 percent) with the statement that CCC leaders collaborate with other partners to get help to improve its service quality and system management. Data shows that CCC leaders cooperate with other parties for improvement and they have somewhat higher levels of interaction with customers, partners and representatives of the society. One ex-minister⁶ stated:

First of all, a leader should be educated to a certain level. Leaders must possess some leadership quality. He or she should not be a hypocrite. Leader should have positive attitude to work and collaborate with others service providing organizations in the city. For instance, if CCC wants to maintain and improve its quality management they should

work with CDA (Chittagong Development Authority), WASA (Water and Sewerage Authority), PDB (Power Development Board), CMP (Chittagong Metropolitan Police) and others service provider organizations. Only then minimization of costs and maximization of benefits for the city's residents and quality improvement at management level can be ensured

An ex-councillor⁷ of CCC also shared the same view:

CCC should take initiative to create an environment to increase public awareness for the well-being of the city dwellers. It also needs to extend their cooperation with other agencies/organizations such as WASA, CDA, CMP, PDB etcetera to reduce the suffering and better the benefits of the city's residents.

4.4 Leadership and Chain of Communication, Motivation and Reinforcement of the Culture of Excellence

This section is dedicated to show how leaders/managers communicate, motivate and reinforce a culture of excellence among the people of CCC. Leaders in effective and productive organizations ensure that at all levels within the organization they are present deploying strategies, objectives and plans in a way which engages and motivates all staff to act in accordance with agreed targets-plans so that they give regular feedback to their teams on overall performance and discuss on its impact (Hakes 2007). For Hakes (2007), within effective organizations, leaders/managers make their subordinates aware of the performance of the competitors and its potential impact on their organization, and thus they review the ideas and feedback they receive from formal and informal communication with the stakeholders. Leaders/managers also act at all times in line with the set values-ethics of organizations and make it clear that adoption of these values-ethics is a pre-requisite for the advancement of any employee. They also uphold and maintain the spirit of trust, experimentation and achievement and provide personal coaching to improve in these matters to those who are not yet fully achieved their potential.

Three items were included in the questionnaire (see table 5) to assess leadership roles in term of reinforcement of a culture of excellence within the staff of CCC. These items are: (a) "there is a

strong communicative culture throughout all areas of CCC”; (b) “the involvement of workers can only be achieved if leaders/managers are the first to show commitment, practicing what they preach”; and (c) “leaders/managers behave in a way that allows the integration and mobilization of members of a team.”

Table 5: Respondents opinion on leaders’ role in reinforcement of a culture of excellence

No.	Items	Strongly Disagree%	Moderately Disagree %	Disagree%	Moderately Agree %	Strongly Agree %
1	There is a strong communicative culture throughout all areas of CCC	7.7	18.3	23.2	20.4	30.3
2	The involvement of workers can only be achieved if leaders/managers are the first to show commitment, practicing what they preach	4.9	8.5	14.1	20.4	52.1
3	Leaders/managers behave in a way that allows the integration and mobilization of members of a team	4.2	21.1	9.9	26.1	38.7

With regard to item (a), results revealed that a majority (30.3 percent) of the participants “strongly agree” that the leadership in CCC has created a strong communicative culture throughout all levels of the organization (table 5). Relating to item (b), the majority (52.1 percent) of the participants ticked “strongly agree” to the statement that “the involvement of workers can only be achieved if leaders are the first to show commitment practicing what they preach.” This indicates that CCC leaders show commitment and practice what they preach in order to get employees involved. In response to item (c), concerning the integration and mobilization of CCC staff with the intent of a strong team spirit, the majority (38.7 percent) of the participants “strongly agree” that CCC

leaders behave in a way that allows the integration and mobilization of a strong spirit of teamwork (see table 5). Considering the results revealed from all three items in our questionnaire, it can be said that the CCC Leaders reinforce a culture that encourages proper channels of communication, hence team spirit motivate employees to improve their individual performance continuously. A high level official⁸ of CCC remarked:

CCC leadership should establish stronger and more effective inter-departmental communication systems. They should also increase the number of trained manpower to deliver smooth quality services to citizens. All people in the leadership/managerial level need to create a culture of team-spirit, accountability and transparency in the CCC by demonstrating themselves as symbols of those norms and values.

4.5 Leadership and Organizational Change in CCC

Leaders in quality and result oriented organizations ensure that the organizations are flexible and manage changes effectively. In response to the question, “continuous improvement and change are necessary even when good results are being obtained”, results indicated that a majority (50 percent) of respondents ticked “strongly agree” to the statement (see table 6).

Table 6: Respondents’ opinion on the role of CCC leaders in organizational change

No.	Items	Strongly Disagree%	Moderately Disagree%	Disagree%	Moderately Agree %	Strongly Agree %
1	Leaders/managers believe that continuous improvement and change are necessary even when good results are being obtained	3.5	12.7	7	26.8	50

The above-mentioned data indicates that CCC leaders/managers feel that the adoption of necessary change in policy and strategy is necessary in order to ensure continuous improvement and better performance from staff. One⁹ of our respondents also explained:

Continuous improvement process needs to be designed to utilize the human and material resources of CCC to achieve a quality-driven culture. There is a strong relationship between continuous improvement and quality management of any institution but CCC leadership need to think seriously about it and all staffs of CCC must think, act and speak of quality.

From the findings, it can be said that a majority of the respondents were in agreement of view of the field “strongly agree” when concerning the statement that CCC leaders show positive attitudes towards continuous improvement and change. The Chief Executive Officer¹⁰ of CCC stated:

Continuous improvement is a policy of CCC. We follow a few steps while performing a task such as in case of road construction, we organize meetings with the suppliers, contractors and our engineers for the purpose of conveying the message of quality and improvement. In most cases, the Mayor of the CCC interacts with them for the purpose of quality improvement. In relation to education service delivery, we regularly organize meetings with the Education Standing Committee of CCC to guide us about improvements to our service delivery. Finally, the mayor also gives instruction to respective departments on a regular basis for further improvement of their departmental activities.

5. Descriptive Analysis

Leadership is one of the significant and a powerful factor in efforts to improve quality management in any public or private organization. The leader is the one who ensures that everybody gets involved with the organization’s mission and vision. To investigate and measure the role of leadership to promote quality management in the CCC, guided by the EFQM model-suggested characteristics, this research has received opinions and feedback from respondents. The Likert scale from “strongly disagree” to “strongly agree” were coded (1- strongly disagree, 2= moderately disagree, 3=disagree, 4= moderately agree, and 5= strongly agree) and tested the reliability of the scale by computing Cronbach’s Alpha. Cronbach’s Alpha is a coefficient of reliability that is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees, because inter-correlations among test items are maximized when all items are measure using the same construct. The value of the Alpha was statistically

significant at .919 (table 7) showing that the measure used in the scale was reliable and valid.

Table 7: Reliability Statistics

Cronbach's Alpha	No. of Items
.919	12

The study also used mean and standard deviation to measure and analyze the perception of respondents on the role of CCC leadership towards quality management. The mean (M) score represents a numerical average for a set of responses. The standard deviation represents the distribution of the responses around the mean as it indicates the degree of consistency among the responses. The standard deviation, in conjunction with the mean, provides a better understanding of the data. A high mean score indicates the higher positive opinion of the respondents towards CCC leadership for quality management.

Table 8: Descriptive statistics

Items	No.	Mean	Std. Deviation
Leaders encourage employee empowerment and autonomy	142	3.09	1.260
Leaders participate and give support to continuous improvement processes	142	3.61	1.249
Leaders collaborate in quality training by teaching people at lower hierarchical levels	142	2.80	1.306
Leaders ensure that all members of the company have a clear idea of what the company's position in the market should be	142	3.32	1.312
Leaders become involved in running the company as a set of interrelated processes, all of them responsible for quality	142	3.18	1.234
Leaders ensure that employees are capable of taking initiatives and assimilating better ways of doing their jobs	142	3.35	1.332
Leaders take part in continuous improvement processes, even when these activities go beyond managerial responsibilities	142	3.65	1.337

To improve in a particular aspect, we collaborate with other companies to help us with the improvement	142	3.31	1.385
There is a strong communicative culture throughout all areas of the organization	142	3.47	1.303
The involvement of workers can only be achieved if managers first involved themselves	142	4.06	1.204
Leaders behave in a way that allows the integration and mobilization of members of a team	142	3.74	1.286
Continuous improvement and change are necessary even when good results are being obtained	142	4.07	1.183

Results summarized in table 8 illustrate that the majority of the respondents were highly positive about the role of leadership in ensuring continuous improvement in CCC and that they are ready to make necessary changes even when good results are obtained from the staff and system ($M=4.07$; $SD= 1.183$). Leaders/managers are the first to show commitment, practicing what they preach ($M=4.06$; $SD= 1.204$) and they behave in a way that allows integration, mobilization and formation of a well-crafted team spirit ($M= 3.74$, $SD= 1.286$). Leaders also take part in continuous improvement processes and take on managerial responsibilities ($M=3.67$; $SD=1.23$) and they participate and give support to overall continuous improvement processes ($M= 3.61$; $SD=1.249$).

However, the respondents showed less agreements on what CCC leaders do in terms of their collaboration and support for quality training of staff at lower hierarchical levels ($M= 2.80$; $SD= 1.30$). Leaders had less motivation for empowerment and autonomy of their staff ($M= 3.09$; $SD=1.26$) and they were less involved in running CCC as a set of interrelated processes ($M= 3.18$; $SD= 1.23$). To improve collaboration with other organization leaders, they showed less enthusiasm ($M= 3.31$; $SD= 1.38$) and they failed to ensure that all members of CCC have a clear idea of what the organization's image among the general public is ($M= 3.32$; $SD= 1.31$). Finally, leaders of CCC failed to facilitates proper support and training so that their staff are capable of taking on initiatives and assimilating better ways of doing their jobs ($M= 3.47$; $SD= 1.30$).

From the above discussion, it is possible to identify the following roles of CCC leadership:

- They have the tendency to keep their processes improved and dynamic.
- They lack the personal quality to show staffs the right path through practical exercises towards quality management.
- They lead their staffs to integrate and institutionalize the team spirit.
- They are hard workers who work beyond their managerial responsibility.

There are also some negative roles that have been identified from our data concerning the leadership and quality management relating issues of CCC, such as:

- The CCC leadership does not promote and facilitate quality training for all employees
- The CCC leadership has a lack of motivation in promoting empowerment and autonomy of CCC staff. Sometimes, the leaders do not want to delegate their power to other officials. One of the tendencies of the CCC leadership is they do not want to decentralize their power. This may be due to CCC's rules and regulations or it may be existing bureaucratic norms prohibit them to exercise delegation of power.
- Leaders/managers were found to have a lack of collaborative attitude regarding other agencies, organizations, even other departments of the CCC.

6. Conclusion

From the above mentioned discussion, it is clear that CCC leadership were found weak in terms of developing the mission, vision, values and ethics of their organization. They also fall short in showing the attributes of role-models to develop a culture of excellence and exhibiting their personal involvement in ensuring the organization's management system that facilitates continuous improvement. The findings of this study stated earlier also illustrate that the majority of the respondents were highly

positive about CCC leadership roles in term of continuous improvement and organizational change that are necessary for the purpose of quality improvement. However, it also found that the involvement of workers/employees can only be achieved if leaders are the first to show commitment, practicing what they preach. CCC leadership to some extend succeeded to develop a system of integration and mobilization and create team spirit in the organization. In addition, leaders take part in continuous improvement processes, even when these activities go beyond managerial responsibilities as they participate and give support to continuous improvement processes. However, respondents showed less agreement about the CCC leaders' enthusiasm for quality in terms of their cooperation in the effort to collaborate in quality training for lower hierarchical staffs. It is also revealed that leaders do not encourage employee empowerment and autonomy and are not involved in running the organization as a set of interrelated processes. CCC leadership also demonstrated unwillingness to collaborate with other agencies for better improvement of their organization's activities. Leaders do however emphasize that all members of the organization should have a clear idea of the CCC's objectives concerning city residents and they ensure that employees are capable of taking initiatives and assimilating better ways of doing their tasks. It is noteworthy to mention that one of the tendencies of the CCC leadership is that they do not want to decentralize the power. This may be due to the CCC's rules and regulation or bureaucratic traditions inherited from colonial administrations that compelled them to carry such an attitude.

Endnotes

- 1 Interview: R20
- 2 Interview: R23
- 3 Interview: R2
- 4 Interview: R2 (CCC official)
- 5 Interview: R22
- 6 Interview: R21
- 7 Interview: R19
- 8 Interview: R10
- 9 Interview: R15

10 Interview R6

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