Intellectual Discourse

Volume 27 Special Issue 2019

Special Issue

Religion, Culture and Governance

International Islamic University Malaysia
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Intellectual Discourse

Volume 27 Special Issue 2019

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Intellectual Discourse is abstracted in *SCOPUS, ProQuest, International Political Science Abstracts, Peace Research Abstracts Journal, Muslim World Book Review, Bibliography of Asian Studies, Index Islamicus, Religious and Theological Abstracts, ATLA Religion Database, MyCite, ISC* and *EBSCO*.

ISSN 0128-4878 (Print); ISSN 2289-5639 (Online)

http://journals.iium.edu.my/intdiscourse/index.php/islam
Email: intdiscourse@iium.edu.my; intdiscourse@yahoo.com

Published by:
IIUM Press, International Islamic University Malaysia
P.O. Box 10, 50728 Kuala Lumpur, Malaysia
Phone (+603) 6196-5014, Fax: (+603) 6196-6298
Website:http://iiumpress.iium.edu.my/bookshop

Intellectual Discourse
Vol. 27, Special Issue, 2019

Theme
Religion, Culture and Governance

Guest Editor
M. Moniruzzaman

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Intellectual Discourse, **Special Issue**, (2019) 799–824
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ISSN 0128-4878 (Print); ISSN 2289-5639 (Online)

Policy and Strategies for Quality Improvement: A Study on Chittagong City Corporation, Bangladesh

SM Abdul Quddus*
Nisar Uddin Ahmed**

Abstract: The overall policy and strategies of an organization i.e. employee policy or employee development strategies, resource management as well as monitoring and control strategies characteristically have an effect on the quality management of the organization. These policies usually also have impact on the stakeholders i.e. satisfaction of the wider community and employees of the particular organization. The aim of this paper is to examine the policy and strategies of the Chittagong City Corporation for quality improvement and how these policy and strategies impact on the needs of its stakeholders. This paper is guided by the EFQM model as the theoretical underpinning that provides specific enabler criteria of quality management of organizations such as employee policy, development of partnerships and resource management, and the monitoring of strategies. These enabler criteria help to explain the ways in which total quality management (TQM) is implemented in any organization. Data for this study was collected from a total of 142 participants, including selective officials of the Chittagong City Corporation (CCC), city dwellers, government officials and civil society representatives by using a structured questionnaire. The findings of this study reveal that the CCC has failed to convey clearly its quality mission and objectives to its employees at all levels.

Keywords: Resource Management, Quality objectives, Employee policy, Chittagong City Corporation, Bangladesh

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Abstrak: Keseluruhan dasar dan strategi-strategi daripada organisasi i.e., dasar pekerja atau strategi-strategi pembangunan, pengurusan sumber juga pemantauan dan pengawalan, melalui penciriannya mempunyai kesan terhadap kualiti pengurusan dalam sesebuah organisasi. Dasar-dasar ini kebiasaanya juga mempunyai impak yang besar kepada pemegang-pemegang taruh i.e., kepuasan komuniti secara lebih meluas dan pekerja-pekerja dalam sesebuah organisasi. Matlamat kertas ini adalah untuk mengkaji polisi dan strategi-strategi daripada Chittaging City Corporation dalam penambah-baikan dan bagaimana dasar dan strategi-strategi memberi impak kepada keperluan-keperluan daripada pemegang taruhnya. Kertas ini dipandu oleh model EQFM sebagai asas teoretikal bagi kebolehan / keboleh-upayaan / pemboleh-ubah (enabler) dalam penyedian kriteria yang spesefik kepada pengurusan organisasi seperti dasar pekerja, pembangunan perkongsiaan dan pengurusan sumber, dan juga strategi-strategi pemantauaan. Kriteria-kiteria bagi kebolehan-keboleh / keboleh-upayaan-keboleh-upayan / pemboleh-ubah-pemboleh ubah (enabler) membantu untuk menerangkan jalan-jalan di mana Total Quality Management (TQM) diimplementasi dalam mana-mana organisasi. Data untuk kajian ini dikumpulkan melalui 142 peserta (participants), termasuk pegawai atasan terpilih (officials) daripada Chittagong City Corporation (CCC), penduduk-penduduk bandar, pegawai-pegawai kerajaan (officials) dan wakil-wakil masyarakat sivil melalui penggunaan soal selidik berstruktur. Penemuan melalui kajian mendedahkan bahawasanya CCC telah gagal dalam menyampaikan secara jelas misi kualiti dan objektif-objektif kepada pekerja-pekerja dari pelbagai peringkat.

Kata Kunci: Pengurusan Sumber, Objektif kualiti, Dasar pekerja, Chittagong City Corporation, Bangladesh

Introduction

On account of quality management, numerous scholars asserted that policy and strategies are essential for any organization to succeed with quality ensured, and it should be actualized all through the organization (Sarji, 1996). On the other hand, Besterfield et al. (2011) pointed out that a vital part of the quality planning is to build up a procedure of consistent quality enhancement and the need to utilize a choice of quality management instruments and strategies. Without the viable strategies and methods it will be hard to take care of quality issues in an organization like City Corporation. Organizations need to build up a course outline for the devices and systems which means to use in

actualizing quality management. The utilization of tools and techniques make many changes in the delivery of public services by the employees in organization. For Besterfield (ibid), proper policy guidelines and strategies upgrade quality administration, incorporate measurable examination, enhance the outline of items or quality process, control the quality procedure, help archiving quality framework information and taking care of issues, including and propelling the general population, and advancing mindfulness of people in achieving quality objectives in an organization. He suggested that top management's support, training and recognition are essential in formulation and implementation of proper quality policy and strategy, which is another crucial variable for successful total quality management implementation in an organization.

Goetsch and Davis (2000) highlighted that employee policies and strategies are essential parts of quality management, through which an organisation explores important issues such as: "Who we are", "Where we are headed", "How would we aim to arrive at the desired destinations", "What would we hope to accomplish", "What are our strengths and weaknesses", and finally, "What are the opportunities and threats that are relevant in our business environment". The policy and strategy criteria of quality management in the EFQM Excellence Model embrace the appropriate processes, structures and means that the organisation can use to manage its quality (Nabitz and Klazinga, 1999). The ''policy and strategy'' criteria is the central reference position in the EFQM Excellence Model, and is thus a tool for integrating the content of the rest of the criterion (Reiner, 2002). Furthermore, as Castresana and Fernandez-Ortiz (2005) noted, ''policy and strategy'' captures the organisation's efforts to develop a stakeholder-based strategy, taking into account the characteristics of the market and sector in which the organisation operates. Legido-Quigley (2008) highlighted that the organisation's mission and vision reflect how these strategies are developed, communicated, implemented, regularly updated and improved upon, taken into account from the perspective of a total quality orientation. This study provides an analysis of the overall policy and strategies of the Chittagong City Corporation (CCC), i.e. employee policy, development strategies, resource management, monitoring and control strategies that have had an effect on the quality management of the CCC.

Literature Review

A study by Jamil (2011), discusses the importance of citizen's charter as one of the important policy introduced by city administration in order to better service provision and management of urban government in Bangladesh and Nepal. Citizen's charter as a policy is considered "an efficient, appropriate and relevant mode of delivering quality services on the basis of citizen's interests, needs, and aspiration as well as encouraging their active participation in the formulation and implementation of policies that are essential to their daily life" (McGuire, 2002:494, cited in Jamil, 2011:115). Jamil's study showed that citizen's charter policy was a declaration and pledge from the service providing organization to fine tune public services to the needs of citizens. His study highlighted the major components of citizen's charter policy of City Corporation in Bangladesh which are: i) bridging gap (communication with citizens), ii) effectiveness of municipal institutions, iii) trust in municipalities and trustworthiness of municipal officials, and iv) policy performance of municipalities. His study results indicated that compared to Bangladesh, Nepalese citizens were given more positive opinion on services provided by municipalities/ city corporations in Nepal. For instance, in terms of bridging gap (communication with citizens), majority Bangladeshi citizens do not have any knowledge of citizen's charter in their urban governance institution (municipalities), compared to Nepal. The similar situation found that majority Nepalese citizens were satisfied to timely delivery of services provided by corporations than Bangladesh. Jamil suggested that the reason citizen's charter is negatively evaluated in Bangladesh because of the low level of trust of these corporations and those who work in these institutions. The similar indication found in studies by Askvik et al. (2011) and Jamil & Dangal (2009). They also noted that citizen's charter policy is to build trust and promote democracy in Bangladesh was unsuccessful. The study of Barkat et al. (2015: 77-108) on the performance of local government institutions in Bangladesh includes the Union Parishad, UpazilaParishad and Paurashava showed that most of the Paurashavas performed satisfactorily in activities like dispute resolution and office management. However, authors identified several barriers to quality performance of Paurashava such as proper policy and strategies related to legal framework, extreme financial dependence on national government, poor incentives for top officials (Mayor and Councilors), interference of local ruling party leaders in

administration, delay in fund disbursement, and lack of training for high officials.

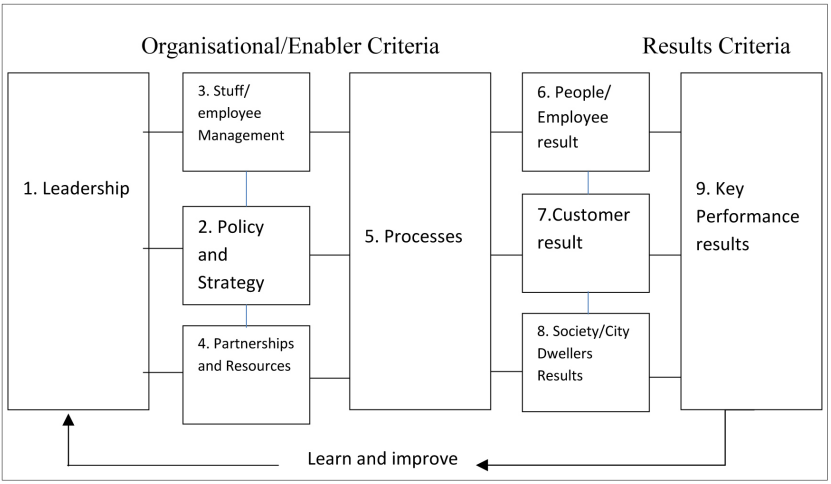
Theoretical Framework

This study adopted the EFQM or Excellence Framework for quality management model. According to Dool (2001), the EFQM model is used in many organisations to survey the situation of an organisation, concede to the course for further improvement, developing its major action plans, arranging activity properly and overall monitoring progress. The model comprises of nine key zones and an input circle. The nine key factors are mainly divided in two parts such as organisational or enabler criteria (Figure 3) and result areas.

The "policy and strategy" criteria is the central reference position in the EFQM Excellence Model, and is thus a tool for integrating the content of the rest of the criterion (Reiner, 2002). Furthermore, as Castresana and Fernandez-Ortiz (2005) noted, "policy and strategy" captures the organisation's efforts to develop a stakeholder-based strategy, taking into account the characteristics of the market and sector in which the organisation operates. Legido-Quigley (2008) highlighted that the organisation's mission and vision reflect how these strategies are developed, communicated, implemented, regularly updated and improved upon, taken into account from the perspective of a total quality orientation.

The EFQM model structure assumes the existence of interrelationships among enablers and results and the fact that having success in an isolated area is not enough to achieve excellence (Naylor, 1999). The EFQM model is a management tool that shows companies/organisations the path to improve performance. For instance, managers should look at the EFQM model as a tool to find their own way to excellence, but using it as a precise map may not be the best option for all companies. Similar study by Bou-Llusar et al. (2005) analyze how enablers impact results, confirming that enabler's facilitators, as a set, improve results.

Figure 1: The EFQM (European Foundation for Quality Management)



Source: Dool, V. D. and Etten, V. 2001

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.

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.

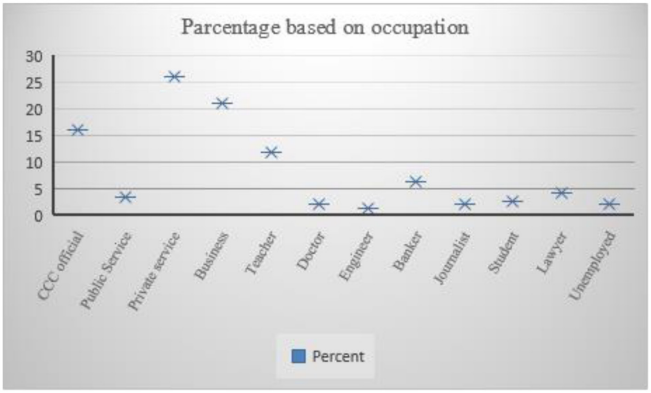
Table 1: Respondents' demographic information

Demographics	Frequency	Percentage
Gender		
Male	119	83.8
Female	23	16.2

Total	142	100.0
Age		
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
Total	142	100
Level of Education		
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
Total	142	100

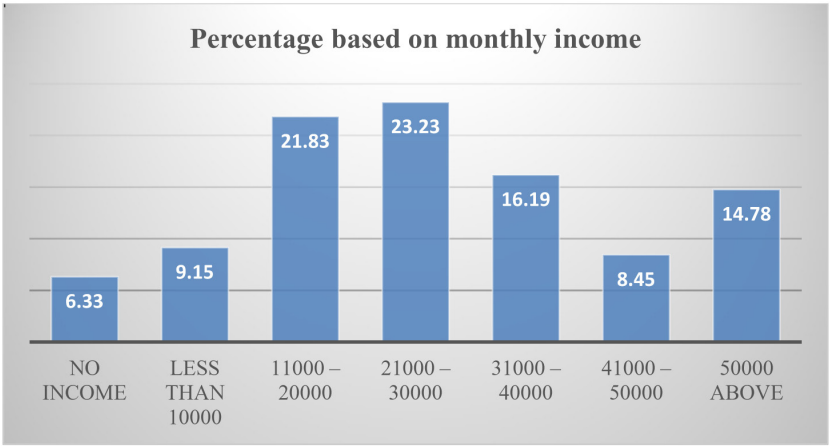
Figures 1 and 2 show respondents' occupational background and monthly earnings respectively. Data show that the majority of the participants were service providers in public and private institutions (26.10 percent, of which 16.2 percent were CCC officials, 12 percent were holding position as teachers in schools and other organizations), and second highest (21.10 percent) number of respondents occupational status was business related.

Figure 2: Percentage of respondents based on occupation



Data presented in figure 2 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 3: Percentage of respondents based on monthly income



Descriptive Analysis of Employee Policy and Organization Strategy of CCC

We have developed 12 (twelve) items or statements/questions, distilled through the Likert scale, which were encoded into specific categories ranging from 'strongly disagree' to 'strongly agree' (1- strongly disagree, 2= partial disagree, 3=disagree, 4= partial agree, and 5= strongly agree). This was meant to assess the policy and strategies of CCC in relation to its quality management. Consequently, we have gone through reliability tests for all of the items, and the value of the Alpha was statistically significant at .883 (Table 1). This shows that the measurement used in the scale was reliable and valid.

Table 1: Reliability Test

Reliability Statistics	
Cronbach's Alpha	No of Items
.883	16

To understand the quality management policy and strategies of the CCC, the following issues related to the employee policy and development strategy, partnership and resource management, and monitoring and control strategies were examined:

Setting Mission and Objectives, and the Opinion and Needs of Stakeholders

In order to assess whether the process of setting up the CCC's organisational goal, vision and mission are in line with the opinions and expectations of stakeholders, and present and future needs of the CCC, three items were included in our questionnaire (Table 2).

Table 2: Respondents' opinion on the involvement of staff and stakeholders in setting the mission and goals of CCC

Items	N	Mean	Std. Deviation
The establishment of CCC's mission, vision and objectives take into account employee opinions	142	3.37	1.235
The establishment of the organisational mission and objectives of the CCC take into account external opinions	142	3.38	1.403
Customers' needs are taken into account when establishing objectives of the CCC	142	3.46	1.402

Table 2 shows the mean and standard deviation analyses of the respondents' opinions on the involvement of different stakeholders in setting the mission, vision and goals of the CCC. The mean (M) score represents a numerical average for a set of responses. A high

mean score indicates a higher positive opinion of the respondents towards the notion that the CCC is eager to take into consideration the opinions and needs of the stakeholders, such as the staff and customers of CCC. Based on data shown in table 2, it is clear that a majority of the respondents expressed negative views concerning the statements: "the establishment of the organisational mission, vision and objectives take into account employee opinions" (M= 3.37, SD= 1.235), "the establishment of organisational mission and objectives take into account external opinions" (M=3.38, SD=1.403), and "customers' needs are taken into account when establishing the objectives of the CCC" (M=3.46, SD=1.402). All three items were found to have acquired lower average mean scores relating to the policy and strategy in setting the mission, vision and goals of the CCC based on the opinions, needs and expectations of its staff and customers. Overall results indicate that the CCC has failed to include the opinions of its employees while setting its mission, vision and objectives. In addition, CCC was also unable to spread its organizational objectives to the city's residents. This finding is also supported by our qualitative data, as references to it it is indicated in the in-depth interviews of the employees of CCC, reflected in the following statement of one of its high officials[1]:

I can tell that the CCC has a mission and vision established from the very beginning, but not in an organized form. After I joined the CCC a couple of years back, I took the initiative to print copies of the mission and vision statement of CCC and circulate it to all employees and other stakeholders.

Continuous Improvement and Standard Setting Policies of CCC

To assess CCC's policy pertaining to continuous improvement and standard setting in the organisation, four items were included in our questionnaire related to the systematic assessment of CCC's effectiveness, standard setting and improvement of objectives, practice of the self-assessment process, and information system (Table 3).

[1] Interview R6 (Add. Secretary, LGRD)

Table 3: Respondents' opinion on CCC policy of continuous improvement and standard setting

Items	N	Mean	Std. Deviation
Continuous improvement processes are based on a systematic assessment of organisational effectiveness	142	3.82	1.206
Benchmarking techniques are used to establish improvement standards and objectives	142	3.79	1.325
Self-assessment processes take place on a regular basis	142	3.55	1.382
Information systems are in place to capture external information (about customers and markets)	142	3.49	1.171

All items shown in table 3 indicate higher mean scores, as respondents gave positive feedback on the statements: "Continuous improvement processes are based on a systematic assessment of organisational effectiveness" (M=3.82, SD=1.20), "Benchmarking techniques are being used to improve standards and objectives" (M=3.79, SD=1.325) and "Self-assessment processes take place on a regular basis" (M=3.55; SD=1.382). These findings show that a majority respondent believe that some sort of systematic assessment of organisational effectiveness, benchmarking techniques, self-assessment processes and information systems are in place in the CCC to ensure continuous improvement. Our qualitative data however indicated that CCC has yet to develop a systematic assessment system of its staff performance as stated by one senior official[2]:

We do not follow any specific or target based assessment procedure (e.g. Key Performance Indicator or KPI system in Malaysia) to assess our staff' annual performance. There are no specific targets that are set for benchmarking based on staff achievement in a particular period. Generally, we focus on customer feedback, especially reports from the media, to determine whether our staffs are performing or not. Sometimes we follow the results for the 'annual performance report'

[2] Interview R6

(APR) designed by various NGOs and other international organizations. We also use APR as a performance measurement tool, which is a requirement of the government. Actually, our assessment of staff and organizational effectiveness and the information system to collect data about our customers and our competitors are in fact faulty.

One of the reasons explaining the slight difference in consensus of the quantitative and qualitative data with regard to the standard setting policy for staff and the performance evaluation in the CCC is that there are in fact set standard policies for staff evaluation, but some officials either are not aware of them or are unable to practice those policies due to the traditional administrative culture in Bangladesh.

Quality Objectives and Strategic Plan of CCC

Five items were included in our questionnaire to evaluate CCC's quality objectives and strategic plan in relation to the quality management of the organisation.

Table 4: Respondents' opinion on CCC's quality objectives and strategic plan

Items	N	Mean	Std. Deviation
Systematic procedures are in place to plan, evaluate and control organisational mission and goal achievements	142	3.94	4.504
Quality strategies affect all organisational areas and managerial activities	141	3.63	1.391
Quality objectives stem from long-term strategic plans	142	3.78	1.244
The organisation has formal strategic plans	142	3.79	1.287
Leaders favour consensus about setting mission, vision and relevant objectives and future projects	142	3.74	1.230

Data presented in table 4 show that a majority of respondents carried positive views in relation to the statements: "systematic procedures are in place to plan, evaluate and control staff performance and organisational goal achievements" (M= 3.94, SD= 4.504), "Quality strategies affect all organisational areas and managerial activities" (3.63,

SD=1.391), "Quality objectives stem from the long-term strategic plans of CCC" (M=3.78, SD=1.244), "The CCC has formal strategic plans" (M=3.79, SD=1.287), and "Leaders favor consensus while setting the objectives and future projects of the CCC (M=3.74, SD=1.230)". From the data mentioned above, it could be elaborated that the CCC has in place the systematic procedures by which plans for the organisation are formulated, evaluated and controlled in line with the set of mission, vision and goal of the organisation. One of the respondents[3] explained in concurrence:

I have been working in this organisation for the last ten years. I can tell you that CCC has adopted, upgraded and applied different methods from time to time to improve its operation and quality objectives. For example, we previously had to maintain a log book listing all store related materials and equipment, but we now have upgraded the system with the assistance of ICT, and therefore now the higher authorities can check from any desk the balance or total quantity of items in the store. However, we still need to further improve our systematic procedures and redesign our quality objectives and strategies.

Policy and Strategy Comply with and Reflected the Key Processes of CCC

In terms of Policy and Strategy Management, four items were developed to assess whether CCCs quality management comply with and employ the framework of its key processes.

Table 5: Respondents' opinion on CCC's mission, vision and policy strategy

Items	**N**	**Mean**	**Std. Deviation**
Organisational processes and their interrelationships are identified	142	3.73	1.250
Quality policies are translated into a set of specific and measurable objectives	142	3.74	1.253
Leader informs employees about the quality strategy	142	3.46	1.212

[3] Interview R7 (High official of CCC)

Every member in the organisation knows the organisational mission, vision and objectives	142	3.45	1.495

Based on data shown in table 5, it was found that a majority of the respondents opined positive views in terms of the statements: "Organisational processes and their interrelationships are identified" (M=3.73, SD=1.250), and "Quality policies are translated into a set of specific and measurable objectives" (M=3.74, SD=1.253). On the other hand, respondents gave negative opinions instead, on the following two items: "Leaders inform employees about the quality strategy" (M =3.46; SD = 1.212) and "Every member in the organisation knows the organisational mission, vision and objectives" (M= 3.45; SD = 1.495). The above mentioned data show that although there are quality policies in place, and organisational processes and procedures in place to implement those policies, the leadership of CCC has in fact failed to properly convey to its officials and employees the quality strategy, mission and vision of the organisation.

People/ Human Resource Policy of CCC

The 'people', or human resource component, is a very important factor to assess quality management in any organisation. It refers to building a working environment where the employees have all the necessary training and skills, have an environment to coordinate with their colleagues, are able to work independently and are able to make decisions on relevant matters for an organisation's acknowledgement of the employees' achievements and rewards. In fact, recognition and reward unify to constitute a system that allows people to know they are valuable members of the organisation (Besterfield, 1999). Recognition and reward are forms of employee motivation, wherein the organisation publicly acknowledges the positive contributions an individual or team has made to the success of the organisation. In addition, training designed for employees or 'people' is also crucial to quality management, because if employees are well trained by an organisation, then quality can be ensured. According to Besterfield (1999), organisations need to invest in the development of the work force through education, training, and opportunities for continuous growth. He further emphasizes that education and training programmes for the work force may need to use

advanced technologies such as satellite broadcast and computer aided learning.

The "people" or human resource criterion has various measurement items such as: (a) staff knowledge and competences are identified, developed and sustained; (b) staff are involved and empowered; (c) people and the organisation ensure mutual dialogue; and (d) staff are rewarded, recognized and cared for. If an organisation has higher scores of these items, then it can be considered that the organisation has achieved its quality objective and management. However, we have used 15 (fifteen) items or statements to measure the human resource policy and situation in the CCC. Questions or items were tested for reliability test through value of the Alpha. Table 6 shows that the Alpha value was statistically significant at .837, indicating that the measure used in the scale was reliable and valid.

Table 6: Reliability Test

Reliability Statistics	
Cronbach's Alpha	No of Items
.837	15

Staff Knowledge and Competence Situation in the CCC

Three items were included to identify, develop and sustain the CCC's staff management policy in view of the staff knowledge levels and competencies.

Table 7: Respondents' opinion on staff training and skill development

Items	**N**	**Mean**	**Std. Deviation**
Specific quality training is offered to employees	142	2.94	1.517
Employees continuously update their skills	142	2.82	1.328
Extensive training means are provided for employees	142	2.56	1.471

Table 7 shows the mean and standard deviation analyses of the respondent's opinions on the 'human resource policy' criteria of the CCC. It is revealed from the data shown in Table 7 that the respondents exhibited negative opinions (low mean scores) on referral of the following statements: "Specific quality training is afforded to employees" (M=2.94, SD=1.517), "Employees continuously update their skills" (M=2.82, SD=1.328), and "Extensive training means are provided for employees" (M=2.56, SD=1.471). Our qualitative data also presented a similar indication. One of the respondents[4] mentioned:

> We have organized a few training programmes for our employees, but it is not enough and these training programmes are actually not up to the mark. We have the budget to provide proper training to our staff, but it is never fully implemented.

In addition, the Annual Report of CCC reveals that the CCC allocated an insufficient budget for staff development or training purposes as stated in Table 8 below:

Table 8: Training budget for CCC staffs (Yearly basis)

Type of Expenditure	Amount (BDT)
Training Expenditure (Year 2011-2012)	5,00,000.00 (USD5960)
Training Expenditure (Year 2012-2013)	5,00,000.00 (USD5960)
Training Expenditure (Year 2013-2014)	14,00,000.00 (USD16690)

Source: Chittagong City Corporation, Annual Report 2011-12 & 2013-14
** USD 1 = Taka 83.9

People/ Staff Involvement and Empowerment Policy of CCC

Four items were included to assess CCC's staff/human resource management in view of the employee involvement and empowerment policy.

[4] Interview R7

Table 9: Respondents' opinion on staff empowerment and teamwork practice in the CCC

Items	N	Mean	Std. Deviation
Employees are allowed to decide how the work should be done	142	3.13	1.352
Employee opinions are taken into account when defining organisational objectives	142	3.44	1.127
Employees are given the opportunity to suggest and implement solutions to work problems	142	2.96	1.225
Employee autonomy and participation is encouraged while teamwork is common practice	142	3.55	1.069

Data shown in Table 9 reveals that the respondents gave positive opinions regarding the criteria of "Autonomy and participation of employees, while teamwork is a common practice among CCC's employee" (M=3.55, SD=1.069). This indicates that the CCC management explicitly recognize employee achievements at work and that employee participation is encouraged. Nevertheless, respondents also indicated disapproval (low mean scores) on statements such as "Employees are allowed to decide how the work is done" (M=3.13, SD=1.352), "Employee opinions are taken into account when defining organisational objectives" (M=3.44, SD=1.127), and "Employees are given the opportunity to suggest and implement solutions to work problems" (M=2.96, SD=1.225). These findings are supplemented with our interview findings with the CCC officials, as indicated by one[5] of the respondents:

Chittagong City Corporation (CCC) has many employees, but these employees have a lack of skill and training. To provide quality services the corporation should recruit skilled, energetic and young people. CCC should train their employees regularly and upgrade them with modern equipment.

[5] Interview R18

Communication Channels and Dialogue Conditions in the CCC

Seven items were included in the questionnaire to assess the communication and dialogue situation in the CCC.

Table 10: Respondents' opinions on communication and information sharing among staff

Items	N	Mean	Std. Deviation
Formal communication channels are in place to provide information about customers' needs	142	3.60	1.337
Formal communication procedures are established with staff, customers and suppliers	142	3.41	1.379
Employees have access to information about quality results	142	3.82	1.382
Employees maintain fluent communications with one another, going beyond the formal structure of the organization	142	3.85	1.208
Employees have worked together for a long time, which facilitates good co-ordination between them	142	3.61	1.325
Internal communication is totally open and transparent	142	4.07	4.380
Employees voluntarily pass on useful information between them	142	3.53	1.264

Table 10 reveals that a majority of the respondents gave positive feedback on six statements: "Formal communication channels are in place to provide information about customers' needs" (M=3.60, SD=1.337), "Employees have access to information about quality results" (M=3.82, SD=1.382), "Employees maintain fluent communication with one another going beyond the formal structure of the organisation" (M=3.85, SD= 1.208), "Employees have worked together for a long time, which facilitates good co-ordination between them" (M=3.61, SD=1.325), "Internal communication is totally open and transparent" (M=4.07, SD=4.380), and "Employees voluntarily pass

on useful information between one another" (M=3.53, SD=1.264). The aforementioned data related to the respondents' opinions on the criteria to assess communication channels and the dialogue condition of the Chittagong City Corporation (CCC) show that the CCC has established an environment to make sure that its internal communication channel is open and transparent and that the CCC employees maintain regular communications with one another . On the other hand, only one item was found to be correlated with negative opinions, the criteria 'Formal communication procedures are established with staff, customers and suppliers" (M=3.41, SD=1.379), which means CCC have yet to take effective measures to formulate an effective communication and dialogue framework between the city's residents, its own employees and the suppliers in line with its quality management objective.

6.9 Reward, Recognition and Staff Caring Mechanisms in the CCC

Three items were included in the questionnaire to assess CCC's policy regarding reward, recognition and staff care.

Table 11: Respondents' opinion on reward and recognition of CCC staff

Items	N	Mean	Std. Deviation
Leaders of CCC explicitly recognize employees' achievements at work	142	3.57	1.312
Employees are recognized and cared for	142	3.11	1.029
Employees get appropriate rewards when jobs are well done	142	3.12	0.906

Data in Table 11 indicate that the respondents gave positive opinions regarding the criteria "Leaders of the CCC explicitly recognize employees' achievements at work" (M=3.57, SD=1.312). This finding is supplemented by our interview data, as one[6] of the conservancy staff of CCC explained:

> I am very happy working in CCC as a conservancy staff. CCC management have recognized our hard work and sometimes they even reward us on various occasions. For example, in 2016, every conservancy staff received a reward from our

[6] Interview R26

> honourable Mayor amounting to BDT 1000 (US$14) for making the city clean within 24 hours after the sacrifice of animals on the day of Eid-ul-Adha.

However, respondents expressed their disapproval in relation to the other two questions, such as the issue of a proper recognition, reward and caring policy that is markedly absent in the CCC for staff who perform well and make a difference. When all staff are treated in the same manner without distinction of effort, staff generally lose their motivation for continuous improvement in the workplace.

Partnership and Resources Management in CCC

Excellent organisations adopt appropriate policies and processes to deal with its partners and suppliers to effectively manage the organisation. They build a sustainable relationship with partners and suppliers based on mutual trust, respect and open mindedness. Partnerships and resources are one of the enabler criteria of the EFQM model for assessing quality management of an organisation. Table 5.13 shows the performance of Chittagong City Corporation (CCC) in terms of managing partnerships and resources. Six items or statements divided in two segments were queried to the respondents to assess how CCC has improved and managed its partnerships and resources to implement quality management in the organisation. These statements or items were tested for reliability through a value of the Alpha. The following table 12 shows that the Alpha value was statistically significant at .646 and it thus indicates that the measurement used in the scale was reliable and valid.

Table 12: Reliability Test

Reliability Statistics	
Cronbach's Alpha	No of Items
.646	6

As stated earlier, the six items were divided into two segments of assessment on partnerships and resources in CCCs quality management. These segments are: "External partnerships are managed" and "internal resources are applied".

External Partnerships Management Strategy

Four items were included in the questionnaire to assess the external partnership management strategy of CCC. Table 13 shows the mean and standard deviation analyses of the respondent's opinions on the 'partnerships and resources' criteria. The mean (M) score represents a numerical average for a set of responses. A high mean score indicates a higher positive opinion of the respondents towards CCC's performances in terms of managing partnerships and resources and a low mean score indicates that the CCC has to improve those low scoring areas.

Table 13: Respondents' opinion on management of external partnerships

Items	N	Mean	Std. Deviation
Quality agreements with suppliers are established	142	4.11	4.453
Cooperation with suppliers provide the organisation with high quality raw materials and resources	142	3.57	1.396
Relationships with customers and suppliers allow the organisation to have rapid access to information about the products of CCC	142	4.01	1.130
The organisation has a high capacity for external cooperation	142	3.37	1.376

Data in table 13 shows that the high scoring statements are "Quality agreements with suppliers are established" (M=4.11, SD=4.453), "Cooperation with suppliers provides the organisation with high quality raw materials and resources" (M=3.57, SD=1.396), "Relationships with customers and suppliers allow the organisation to have rapid access to information about the products of CCC" (M=4.01, SD=1.130)". Our qualitative data also support similar indications as one respondent[7] reflected:

> CCC arranges frequent meetings and dialogues with suppliers to ensure quality raw materials and good partnership relations. Generally, regular meetings and dialogues are held

[7] Interview R14 (high official of CCC)

> between the honourable Mayor and Chief Engineer with customers, suppliers and other parties.

However, Table 13 indicates that only one item has been found with a low mean score relating to "CCC's capacity for external cooperation" (M=3.37, SD=1.376), which means CCC has shown less motivation for external cooperation. Our interview data also support the finding mentioned above, as explained by one respondent[8] in the following excerpt:

> CCC should create income generating projects to increase its revenues. It should not only focus on collecting revenue from the citizens. One of the major sources of revenue for CCC is supposed to be the users of the Chittagong Port. CCC needs to collect revenue from all port users (vehicles and goods) that are using the roads and other infrastructure for carrying heavy goods. These users are damaging the roads and physical infrastructure in the city. So we should impose a tax on them as other port cities in the world do.

Internal Resources Management Policy

Three items were included in the questionnaire to assess the internal resources management policy of CCC in line with its quality management objectives..

Table 14: Respondents' opinion on internal resources managed by the CCC

Items	N	Mean	Std. Deviation
Policy and strategy guide the definition of operative and financial objectives	142	3.81	1.214
Inventory levels are high and intensive efforts are made to guarantee high quality raw materials	142	3.65	1.311
Frequent technological innovations are implemented	142	3.85	.0362

[8] Interview R23

From the Table 14 it is clear that statements carrying higher scores include "Policy and strategy guide the definition of operative and financial objectives" (M=3.81, SD=1.214), "Inventory levels are high and intensive efforts are made to guarantee high quality raw materials" (M=3.65, SD=1.311) and "frequent technological innovations are implemented" (M=3.85, SD=.0362)". These results indicate that a majority of the respondents' were of the opinion that the CCC has equipped its staffs with updated technological tools, making them familiar with the latest editions of technology so that they can ensure a high quality of raw materials are supplied in line with the organisations quality management objectives.

Conclusion

The CCC has failed to convey its mission, vision and quality objectives to its employees at all levels. The CCC has shown inability to spread its organisational quality objectives and strategies to the city's residents since the CCC has no effective mechanism to exchange the views or engage in dialogue with them. On the other hand, different staff have a different understanding of the mission, goals and policy and strategies of the organisation; although there is some sort of systematic assessment of organisational effectiveness, benchmarking techniques, self-assessment processes and the information systems in place in the CCC to ensure continuous improvement. The CCC, in line with its quality assurance policy, has managed to create an environment that ensures that its internal communication system is free and transparent and that the employees maintain a fluent communication framework with one another. Moreover, CCC has committed to developing its organisational operation processes and procedures, but these processes are still not effective in ensuring its customers' needs and satisfaction. There is also decidedly present a lack of innovation and creativity when it comes to process development in the CCC.

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ISSN 0128-4878 (Print)

ISSN 2289-5639 (Online)

ISSN 0128-4878
2289 5639