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## Total Quality Management and Service Delivery in Selected Local Government Areas In Nigeria

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### ABSTRACT

The survivability and disparity in service delivery in an ever hostile business environment in developed and developing countries has been attributed to their ability and inability to embrace TQM as a modern management practice, generally the objective of the study is to examine total quality management and service delivery in the Nigerian public sector. This study employed descriptive research design, data was collected via questionnaire administered to the staff of Alimosho local government, using Taro Yamani's formulae 355 samples were drawn out of a population of 3165 and 187 were duly filled and retrieved. Descriptive statistics and regression analysis were employed for the data analysis. The study found that process management as a practice of total quality management does not have significant effect on service delivery but employee empowerment as a practice of total quality management has a significant effect on service delivery. The study recommended that attention need to be given to process in the delivery of service and other related activities in the public sector and employees should continue to be empowered to deliver quality service to their clients through continuous employee training. It concludes that only a holistic approach to the domesticability of TQM in Nigerian public sector will lead to efficient and effective service delivery, especially its operational excellence.

**Keywords:** Total Quality Management, Process, Employee Empowerment, Service Delivery, Nigerian Public service.

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### 1. INTRODUCTION

The concept of total quality management practices has caught the attention of management experts and practitioners across different sectors in all economies in the globe. Demings Edwards(1986) created total quality management after world war 11, 1950 in Japan to assist the Japanese government to rebuild their economy. Relatively, Lakhe and Mohanty (1993) opine that total quality management is as a result of changes in the world economy and due to the demand in the world market forces that has made total quality management an essential practice in achieving an organizational objective and goal. The practices of total quality management has been adopted by many organizations and researched by many researchers especially in developing nations. And many authors had seen it differently, According to Barro, Sampaio and and Saraiva (2014), continuous improvement is the main focus of total quality management practice. The continuous improvement is emphasized, in terms of product and/or service, the relationship between the employer and employee as well as consumer and the business relationship. In the view of Zehir, Ertosun, Zehir and Müceldilli (2012), the main focus of total quality management is to satisfy the needs of the customer and for the survival of the organization.

This implies that total quality management embodies should holistic approach to improve quality of goods and services. Dubey and Kumar (2017); Nwakanma, Ubani, Asiegbu and Ngene (2014) affirm that TQM is not just focusing on detecting the challenge of producers to the customers but also entails a comprehensive method that must first be recognized and then implemented if rewards are to be realized. It is a method for improving organization competitiveness and effectiveness in satisfying the customer needs. According to Zehir, Ertosun, Zehir and Muceldilli (2012) organizations that adopt total quality management generate results in higher products quality, customers satisfaction, costs reduction, employee satisfaction, among others. Prajogo and Sohal (2003) assert that when total quality management is effectively practiced, it leads to competitive advantage. Therefore, the goal of every organization should be to produce goods that will be of high quality and render world class services to their customers or clients, in order to enjoy competitive advantage vis a vis other organizations in the industry

The way and manner which services are offered and delivered is very paramount to organisations in the service sector. It is only the organisations in private sector that deliver service, the public organisations mostly owned by the government do offer essential service to the people. Therefore, service delivery is synonymous with efficiency and effectiveness in of public sector organization in the globe.

### 1.2 Statement of the Problem

Globalization has influenced the face of organizational activities and demands of the consumers in the world. Organizations now strive to offer the best products and deliver best services irrespective of the sector they belong. According to Russel and Taylor (2011), organizations-be they public and private these days have no alternative to remain in the competitive environment than to adopt the practices of total quality management (TQM). Kiprotich, Njuguna and Kilika (2018) assert that total quality management practice has enhanced organizational productivity around the world. Bell and Omachonu (2011) argued that operational excellence of global firms is driven by TQM practices adopted in their organizations. The studies of Hamed and Yosefi (2013); Herrmann, Henneberg and Landwehr (2010) in South Arabia and United State respectively affirm that the practices of total quality management has resulted in competitive advantage and operational excellence.

According to Kiprotich et al. (2018), Kagumba and Gongera (2013), the performance of public organisations in developing economies is below expectation compared to counterparts in Europe and North America. Despite the contributions of total quality management practices towards enhancing organizational activities as identified by previous studies mentioned earlier, it is observed that public organisations especially in Nigeria are not effective in discharging their duties to the people of Nigerians as a results of environmental factors which may be internal and external(Fagbemi,2006). In addition, there are limited studies on total quality management (TQM) in Nigerian public sector. Also the domesticability of this management practice known for efficiency could improve the performance of the Nigerian public sector especially in the area of service delivery with focus on Alimosho local government, Lagos, how this can be realized is the focus of this study.

### 1.2 Objectives of the Study

The general objective of the study is to investigate the nexus between total quality management practices and service delivery in Nigerian public sector in Alimosho local government. Other specific objectives include to;

- i. ascertain the effect of process management on service delivery in Alimosho local government
- ii. assess the role of employee empowerment on service delivery in Alimosho local government

### 1.3 Hypotheses of the Study

H<sub>0</sub>: Process management has no significant effect on service delivery in Alimosho local government

H<sub>0</sub>: Employee empowerment does not significantly effect on service delivery in Alimosho local government

## 2. LITERATURE REVIEW

### 2.1 Concept of Total Quality Management

Total quality management (TQM) is an included philosophy of management and conventional practice that focuses on continuous improvement, meeting the demand of the customers, long-range thinking, increased employee involvement, team work, process redesign, competitive benchmarking, team-based problem- solving, constant measurement of result and closer relationship with suppliers in order to achieve organizational goals (Nwakanma et al, 2014). According to Juran (1995), total quality management (TQM) is the system of activities directed at achieving delighted customers, empowered employees, higher revenues, and reduced costs. Zehir et al. (2012) see total quality management as a management approach that prescribes guidelines for operation of an organization to achieve high performance. It is an approach of management that emphasizes on quality in accordance with involvement of the members of the organizations to achieve both the short and long time objectives of the organization. Barro et al. (2014) describe total quality management as the culture and attitude that an organization exhibits to satisfy the requirement of the customers when providing product and services to meet their needs.

Several studies such as Kiprotich et al. (2018); Nwakanma et al. (2014); Barro et al (2014); Zehir et al. (2012) etc had employed different proxies for total quality management (TQM). Barro et al. (2014); Zehir et al. (2012) employed leadership, customer focus, process management, employee involvement, continuous improvement as proxies for TQM. Kiprotich et al. (2018) employed employee training, system automation, continuous improvement. Sadikoglu and Olcay (2014) used customer focus, leadership, process management, training, strategic quality planning and supplier quality management. Therefore, in order to achieve the objective of the study, this study adopted process management and employee empowerment as proxies for total quality management.

### 2.2 Process Management

Any organization that intends to produce quality product or render service must prioritize quality in the process of production and service delivery. This implies that quality should start from and be injected into the process. Thus, every organization that wants to achieve quality must understand that quality in the process is essential. Processes are considered: 'a non-specific factor in all associations. They are the way which work activities are completed (Obalum & Okocha, 2018). Procedures are additionally seen as 'key resources', which expect organizations to 'take a business procedure introduction' (McCormack & Johnson, 2001).

Process management has moved toward becoming standard' (Obalum & Okocha, 2018). Process management is the planning, organising and monitoring of all processes and activities within the organization to ensure that the purpose of each process and activity is achieved. According to Sadikoglu and Olcay (2014), process management is a way to ensures that employees obtain timely reliable, consistent, accurate, and necessary data and information as they need to do their job effectively and efficiently in the organisation. Process management is a practice that prevents errors, reduced cost and increase the profit of an organization (Dubey & Kumar 2017). Process management is a practice of total quality management that emphasizes activities, as opposed to results, through a set of methodological and behavioral activities. It includes preventive and proactive approaches to quality management to reduce variations in the process and improve the quality of the product and/or service (Nwakanma et al. 2014). Sadikoglu and Olcay (2014) posited that the processes are effectively managed periodically and monitoring of data or activities on quality. By this method, patronage could be improved because errors as well as mistakes will be timely detected and corrected.

### 2.3 Employee Empowerment

Employee empowerment is part of philosophy of total quality management (TQM). Employee empowerment is a transfer of power from the managers to their subordinates. Ongori (2009) defines employee empowerment as a process which involves giving employees a discretion (or latitude) over certain task related activities. Tutar, Altinoz and Cakiroglu (2011) identify employee empowerment as the activity of assigning appropriate responsibility to employees and making them gain abilities. Employee empowerment refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goal (Timothy & Abubakar, 2013). To empower all employees means to detect problems associated with quality and rectify them. Sadikoglu and Olcay (2014) state that employees must be oriented to an organisation philosophy of commitment to never-ending improvement, be informed of organisational goals, and be made to feel a part of the team. The practice in organization these days is empowering employees to make decision pertaining to offering of services to customers as well as in production process. According to Olajide and Okunbanjo (2016); Okunbanjo (2016) employees can be empowered via training and delegation of authority. Sadikoglu and Olcay (2014) further argue that for employee to perform the function of quality, employees must be continually and extensively trained in quality measurement tools. Relatively, Indranil (2018); Ugboro (2016); Kirkman and Rosen (1999) identify autonomy, impact, meaningfulness and group potency as dimension of employee empowerment. Zaraket, Garios and Malek (2018); Demirci and Erbas (2010) identified out power, information, knowledge, and rewards. Petter, Byrnes, Choi, Fegan and Miller (2002) notes seven different dimensions of employee empowerment which are power, information, knowledge and skills, decision making, autonomy, responsibility, and initiative and creativity.

Dahou and Hacini (2018) sees dimensions of employee empowerment as structural empowerment and psychological empowerment. Structural empowerment refers to organizational policies, practices, and structures that grant employees greater latitude to make decisions and exert influence regarding their work. The structural dimension of empowerment views empowerment in terms of a power redistribution model, whereby power equalization produces trust and collaboration. Researchers(Ugboro,2006) have identified organizational practices and structures that devolve power through knowledge and skill development, access to information, support, resources and responsibility as empowering. Other organizational structures that assist the growth of empowerment are: having access to information, receiving support, having access to resources necessary to do the job, and having the opportunity to learn and grow. Jobs that provide discretion and are central to the organizational purpose help employees to gain access to these empowering structures and are the sources of formal power (Kanter, 1977). Kanter (1977) notes that empowerment results from decentralization, a flattening of hierarchy, and increased employee participation. On the other hand, employees with strong networks with peers, superiors, and other organizational members are recognized as having informal power with the increased access to empowering structures. Psychological empowerment identifying the main empowerment's dimensions, reasons for adopting such practice and the facilitating factors are the content of the psychological empowerment theories (Yulk & Becker, 2006).

Psychological empowerment is "conceptualized as the increased task motivation that results from an individual's positive orientation to the work role" (Yulk & Becker, 2006, p.211). Four dimensions of empowerment are identified: meaningfulness, competence, choice, and impact; and the higher an individual "scores" in each of these elements, the greater the sense of empowerment (Yulk & Becker, 2006). Meaningfulness is about the extent to which an individual values a given task, and that regarding his own values and norms (Yulk & Becker, 2006). Competence is about the extent to which an individual possesses the necessary skills and qualifications to accomplish the job's tasks and activities. Choice refers to the causal responsibility for a person's actions and whether the behavior is perceived as self-determined (Yulk & Becker, 2006). Impact is the extent an individual fulfills the task objectives, affecting the work outcomes (Yulk & Becker, 2006). The higher an individual "scores" in each of these elements, the greater the sense of empowerment.

## 2.4 Public Service Delivery

Service delivery is a concept that has an elegant connotation for getting goods and services to people in a way that meets their expectations. Service delivery is crucial for the public sector too, as part of government social contract with citizens. Service delivery priorities in development include material infrastructure like roads, power grids, health care, education, water systems, and social protection. The concept of service delivery and its application to development is a dynamic one. Scholars link service delivery with socio-economic performance and others emphasize the political dimension of service delivery. Fagbemi (2006) suggests a list of activities, which will result in effective service delivery culture. They include reviewing of the past performances of the factors in the near and far of environment which impact upon service quality delivered by the public sectors and closing the lacuna between citizen expectations and their actual experience. They are to connect people to the service, accessing the service and delivering the service.

The public sector of any economy is created, managed and controlled by the government through its agencies. The sole purpose of the public sector is to provide essential services to the people. According to Ejumud (2009), public sector is sector in an economy that deals with the delivery of goods and services by and for the government, whether at the national, regional or the local level and its activities include delivering social security, administering urban planning and organizing national defenses among others. Suleiman (2009) sees the public sector as organizations that exist as part of government machinery for implementing policy decisions and delivering services that are of value to citizens. In Nigeria, the main objective of the public sector is to provide and serve as catalyst for affordable and quality service delivery to the citizens. Basic needs of life such as food, shelter, education, power and energy, health and water supply, but above all, peace and security are needed to live a decent and productive life. Abasilim, Gberevbie and Ifaloye (2017) expressed that the public service in Nigeria is the machinery of government through which policies are implemented.

According to Nazifi and Muhammad (2014), public service delivery is not more than meeting the needs of the public; it entails digging out the needs of the public that are not openly shown, setting out priorities, allocating resources and being accountable. Oronsaye (2010:31) pointed that public service delivery can be seen as “the process of meeting the needs of citizens through prompt and efficient procedures.” This implies that the interaction between government and citizens are such that the needs of the citizens are met in a timely manner, thereby making the citizens key in public service delivery (Abasilim et al, 2017). Okafor, Fatile and Ejalonibu (2014:49) sees public service delivery as “the result of the intentions, decision of government and government institutions, and the actions undertaken and decision made by people employed in government institutions.” Ohemeng (2010) sees public service delivery as doing more with less, empowering citizens, enhancing transparency and holding public servants accountable. Coopers (2014) identified speed, engagement, responsiveness, value and experience

## 2.5 Total Quality Management And Public Service Delivery

Barro et al (2014) conducted a study on quality management principles and practices and company quality performance. The study adopted systematic literature review and employed content analysis to reveal that there is significant and positive relationship between total quality management and firm quality performance. In the same vein, Fazli (2011) examined total quality management elements on performance of selected companies. The study employed cross-sectional survey research design. The multiple regression results indicated that customer focus, leadership, best practices, and stakeholder focus significantly influences company performance in Malaysian. Zehira et al (2012) found that total quality management activities is statistically significant and has a positive relationship with quality and innovative performance in their study on effects of total quality management on quality and innovative performance.

Total quality management practices and operational performance of Kenya Revenue Authority was investigated by Kiprotich et al. (2018). Descriptive research design was utilized. The study used purposive sampling technique and used both primary data and secondary data. The correlation and multiple regression analysis established that there is a positive relationship between employee training, 248 continuous improvement and system automation and operational performance of KRA.

Sadikoglu and Olcay (2012) examined the effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. Cross-sectional research design and simple random sampling were adopted. The study revealed through multiple regression that all TQM practices have positive effect on performance. Nwakanma et al. (2014) examined total quality management in effective delivery of manufacturing project. The study findings indicated that staff training, staff empowerment, genuine quality culture, top management support, quality-based custom design and product improvement are critical to effective delivery of manufacturing projects. Ebiringa (2012) revealed that total quality management enhances service delivery of commercial banks in Nigeria using multiple regression

## 2.6 Theoretical Framework

Resources Base view was originated by Barney (1986) and Wernerfelt (1984) based on the fundamental ideas of Penrose (1959) in the theory of the growth of the firm and Rubin (1973) in the theory of the expansion of firms. According to Asikhia and Binuyo (2012), the resource-based view of the firm argues that superior performance rests on resources and capabilities that are valuable and rare, that strategies based on these resources are costly to imitate, and finally that procedures and policies are organized to exploit the resources and capabilities. The resource based view focuses on resource heterogeneity and immobility as potential sources of competitive advantage (Barney 1991). The theory states that the organizational resources and capabilities that are rare, valuable, non-substitutable, and imperfectly imitable form the basis for a firm to sustain competitive advantage. RBV suggests that the firm can secure a sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationship; are embedded in a firm's history and culture, and generate tacit organizational knowledge (Odhong & Were 2013).

The resource-based view (RBV) emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. Resource based view is relevant to this study because it focuses using the organizational resources to achieve the goals of the organization. Total quality management embodies redesigning and restructuring organizational processes and this cannot be done without the resources of the organization. It is on this premise that this study is anchored on resource base view as a theory.

The resource based view has been criticized because it is static and does not explain how a specific resource can create sustainable competitive advantage while firms do not have enough knowledge about productivity of each individual asset (Cumberland, 2006). Also the resource base view focuses on the role of resources in creating competitive advantage but does not show the relationship between resource and capabilities, this study seeks to show that when there is continuous employee empowerment through requisite training and exposure to modern management techniques in process management, government employees will develop capabilities to be more efficient and effective in public service delivery.

### 3. RESEARCH METHODS

The study adopted descriptive research design. Ojo and Alimosho local governments are the local government where the research was conducted because politically, population wise (609,173 and 1,288,714 2006 Population Census) and in terms of land mass, Alimosho local government is the largest in Lagos State. The population of the study is the total employees in both local governments which is 3165 according to Lagos Bureau of Statistics 2016. Purposive random sampling was adopted because of the nature of the study and primary data was collected through questionnaire administered to the staff of the local government. Taro Yamane sample size formula was used to determine the sample size for the study which resulted to 355. The questionnaire was divided into two parts- Part one and part two. The part one is centered on the biographic details of the local government staff and the part two is centered on the items for the variables employed to achieve the study objectives. 355 questionnaires were administered. Four point scale- strongly agree, agree, disagree, and strongly disagreed was used to scale the responses of the staff. The measurement scale of Ebiringa (2012) on process management and service delivery was adapted and the scale of Olajide and Okunbanjo (2016) on employee empowerment was adopted in line with what this study wants to achieve. The study conducted reliability test as well as validity test to check if there is internal consistency among the staff responses and to know if the items on each variable really measured the variables. The study adopted descriptive statistics as well as simple regression to test the formulated hypotheses.

### 4. ANALYSIS

#### 4.1 Demographic Details Of The Respondents

The demographic details of the respondents are shown in the table below:

Table 1: Demographic Details of the Respondents

Statement	Responses	Frequency	Percent (%)
Sex	Male	113	60.8
	Female	73	39.2
	Total	187	100
Marital Status	Single	54	28.9
	Married	127	68.0
	Separated	6	3.1
	Total	187	100
Age	21-30 years	38	20.6
	31-40 years	77	41.2
	41-50 years	34	18.6
	51 years and above	37	19.6
	Total	187	100
Qualifications Obtained	SSCE	27	14.4
	OND/NCE/A Level	44	23.7
	HND/B.Sc	99	52.6
	Post Graduate	17	9.3
	Total	187	100
Years of Working with Local Government	0-2 years	14	7.2
	3-5 years	29	15.5
	6-7 years	73	39.2
	8-10 years	44	23.7
	More than 10 years	27	14.4
	Total	187	100

Source: Researcher's Field Study, 2019

The Table 1 above revealed the demographic details of the respondents. It was revealed that 113(60.8%) of the respondents were male and 73(39.2%) of the respondents were female. Thus, the majority of the respondents were male. The marital status of the respondents revealed that 54(28.9%) of the respondents were single, 127(62.8%) of them were married, 6(3.1%) had separated. Thus, the majority of the respondents were married. The ages of the respondents were revealed that 38(20.6%) of the respondents were 21-30 years of age, 77(41.2%) of the respondents were 31-40 years of age, 34(18.6%) of the respondents were 41-50 years of age, and 37(19.6%) of the respondents were 51 years of age and above. Thus, the majority age of the respondents was 31-40 years of age. Qualifications obtained by the respondents showed that 27(14.4%) of the respondents were SSCE OND/NCE holder, 44(23.7%) of the respondents were OND/NCE holder/A level. 99(52.6%) of the respondents were graduates, 17(9.3%) of the respondents possessed postgraduate qualifications. thus, the majority of the respondents were graduates of HND and B.Sc. The respondents years of working in the local government revealed that 14(7.2%) of the respondents had been in local government from 0-2 years, 29(15.5%) of the respondents had been in the council from 3-5 years, 73(39.2%) of the respondents had working in the council from 6-7, 44(23.7%) of the respondents had been in the council from 8-10 years and 27(14.4%) of the respondents had been in the council for more than 10 years. Thus, majority of the respondents had 6-7 years working experience in the council.

#### 4.2 Reliability Test Of The Data

The reliability and validity of the responses of the respondents were checked to ascertain the internal consistency and if the questions measure what it should be measured

**Table 2: Reliability**

S/N	Variables	Reliability	No of Items
1	Process Management	0.753	5
2	Employee Empowerment	0.803	5
3	Service Delivery	0.701	4

Source: Researcher's Computation, 2018

Table 2 showed the reliability of the study. Cronbach Alpha was used to compute the reliability test. The table 2 showed all the reliability results of process management, employee empowerment and service delivery. It was revealed that reliability values of the variables are greater than 0.70. And according to Nunnally (1978), reliability coefficient of 0.70 is acceptable. Therefore, the data of the study are reliable.

#### 4.3 Hypotheses Testing

Hypothesis one: Process management has no significant effect on service delivery in Alimosho local government

**Table 3: Process Management and Service Delivery**

Hypothesis One		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.216	.265		12.152	.000
	Process Management	.047	.260	.070	1.219	.317

a. Dependent Variable: Service Delivery  
 $r = .009$ ,  $r^2 = 0.003$   $p = 0.317 > 0.05$ ,  $F = 1.317$

Source: Researcher's Computation, 2019



Table 3 showed the regression results for hypothesis one. The coefficient of determination  $r^2 = .003$  which implies that 0.003% of the changes in service delivery is caused by process management. Also, the significant value of the hypothesis which is .317 is greater than the confident level of 0.05. Thus, this finding showed that process management has no significant effect on service delivery

Hypothesis Two: Employee empowerment does not have significant effect on service delivery in Alimosho local government

**Table 3: Employee Empowerment and Service Delivery**

Hypothesis Two		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.712	.490		10.426	.000
	Employee Empowerment	1.529	.285	.539	6.055	.012

a. Dependent Variable: Service Delivery  
 $r^2 = .333$   $p = 0.012 < 0.05$ ,  $F = 17.676$

Source: Researcher's Computation, 2019

Table 3 relayed the regression results of hypothesis two. The coefficient of determination  $r^2 = .333$  showed that 33.3% of the variations in service delivery is caused by employee empowerment. The results revealed that employee empowerment has a positive and significant effect on service delivery ( $\beta = 1.529$ ,  $t = 6.055$ ,  $\text{sig} = 0.012$ ). Thus, the study concludes that employee empowerment has a significant effect on public service delivery.

## 5. CONCLUSION

In consonance with the objective of the study which is to look at the nexus between total quality management practices and service delivery in the Nigerian public sector, the study found that process management as one important total quality management practices does not have significant effect on service delivery in Nigeria public sector, this implies that process management has not been effectively practices in the public sector. The process design and monitoring business activities in the local government have not been effectively practices as it is done in the private sector. The findings for hypothesis two indicated that employees are being empowered to carry out the duties of the local government. The local government authority does give the employees the necessary authority that will make the service to be effectively delivered. Thus, it is evidenced that not all practices of total management quality that make service in the public sector to be effectively delivered

Process management does not have significant effect on service delivery and employee empowerment has a significant effect on service delivery. Thus, this study concludes that not all practices of total management quality enhance service delivery in Nigerian public sector. The conclusion of the study is consistent with the conclusions of past studies such as Kiprotich et al (2018); Barro et al (2014); Nwakanma et al. (2014); Ebiringa (2012); Fazli (2011); Ejumudu (2009) among others

## 6. RECOMMENDATIONS

Based on the conclusion, this study put forward the following as recommendation:

- i. Attention should be given to process management practice in the Nigerian public sector in a way that will greatly influence service delivered to the clients of public service
- ii. Employees should continue to be empowered so as to have more impact on service delivery in the Nigerian public sector through regular exposure to modern management techniques such as training on customer involvement and satisfaction as this deals with internal and external customer assurance
- iii. Total quality management should be adopted in Nigerian public sector especially among the local government councils since one of its focus is achieving a delighted customer, reduce cost, increase revenue among others, these which are not found in most local government in Nigeria.

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