

AN EVALUATION OF KNOWLEDGE AND USE OF TOTAL QUALITY MANAGEMENT TOOLS BY PUBLIC LEGAL SERVICES OPERATIONS MANAGEMENT: A CASE OF BLANTYRE LEGAL AID DEPARTMENT IN MALAWI

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ABSTRACT

A successful implementation of Total Quality Management (TQM) is one of the ways of improving organisations. However, preliminary evaluation of whether of an organisation would be receptive to TQM before implementation is imperative.

This study, therefore, evaluated whether employees at Blantyre Legal Aid Department (LAD) in Malawi have the knowledge and use of concepts and tools necessary for TQM implementation. In addition, this study also determined other critical factors necessary for TQM implementation in the said organisation.

The study hypothesized that TQM may help Blantyre LAD to deal with the challenges it is currently facing. Therefore, a mixed approach to research was used to find out whether employees at Blantyre LAD have the knowledge and use of TQM philosophy necessary to meet the organisation's challenges. A random sample frame of 24 out 32 employees was also used in the study to arrive at scientific findings.

The overall findings on the knowledge and use of TQM by employees at Blantyre LAD had a mean score of 1.6 and a standard deviation of 0.1 confirming lack of knowledge and TQM systems at TQM. The study confirmed the existence of critical success factors for the TQM implementation at Blantyre LAD with a mean closer to 3 at a standard deviation of 0.8. Consequently, the study recommended that all employees at Blantyre LAD be trained in TQM and that critical success factors for TQM implementation should be strengthened thereat.

The implications of the results and recommendations of the study are that employees at Blantyre LAD need the TQM to improve the quality of public service delivery. In addition TQM can be successfully implemented thereat; therefore, the study recommends a step by step introduction and implementation of TQM at Blantyre LAD.

Introduction

The concept of empowered employees is an important trend in operations management (Heizer and Render, 2011: 44). Empowered employees are knowledgeable to deal with the ever-changing needs of the workplace. In this regard, the knowledge and use of total quality management tools as well as concepts by employees increases productivity in all organisations.

This study explores whether the employees at Blantyre Legal Aid Department in Malawi are knowledgeable in the use of TQM concepts and tools. In addition, the study evaluates the implementation of TQM in the public legal services operations management. Therefore, this chapter introduces the study. It presents the background of the study, explains the problem statement, and outlines the aim, objectives and research questions, while justifying the study.

The Objectives of the Study

The objectives are as follows:

1. To determine if the employees at Blantyre Department of Legal Aid in Malawi have the knowledge on the use of total quality management tools and concepts.
2. To determine other factors that guarantee successful TQM implementation.
3. To make possible recommendations to the Department as regards TQM implementation.

LITERATURE REVIEW

Introduction

The historical background of LAD in Malawi as outlined in the previous introductory chapter has indicated its successes and challenges. These parameters have opened many questions about the nature of TQM in this institution, which from the management perspective have not been answered. Therefore, this chapter provides the theoretical framework for TQM but also the organisational structure and the operations of LAD.

Overview of Total Quality Management Principles

Services operations management is influenced by theories of management science and scientific management (Chase, Jacobs and Aquilano, 2006: 17). These two theories advocate for the use of rigorous quantitative techniques such as statistics (Jones, George and Hill, 2000:60). TQM grew in late 1980s to 1990s as part of the scientific management that uses statistical tools and other concepts to achieve quality (Chase, Jacobs and Aquilano, 2006: 17). Therefore, TQM implementation in public legal services requires scientific approach to management.

The definition of TQM has caused much confusion and there is no consensus on what constitutes it (Bounds et al., 1994; 60). The term TQM is sometimes called Total Quality Control (TQC) and the Japanese call it Company-Wide Quality Control (CWQC) (Bounds et al., 1994; 61). This is why TQM is said to be a philosophy with several tenets rather than concept that can be defined.

The three essential areas or factors of TQM are customer satisfaction, quality services and technological advancement (Logothetis, 1992:1). The pillar for three aspects of TQM is total involvement of every employee or person in an organisation (Dale, 2005:251; Johnston and Clark, 2005: 388).

In short, the three corner stones of TQM concern people, systems and culture of continuous improvement (Dale, 2005:251; Johnston and Clark, 2005: 388). The study observes that employees are the key to a successful implementation of TQM in an organisation.

Efforts and expertise to eliminate wastage and non-value adding activities (Dale, 2005:251). This focus on technological activities re-orientes the organization towards both internal and external customers to build a synergy that satisfies both customers and employees (Dale, 2005:251). In this regard, knowledge of use of TQM tools by employees is one of the cross cutting aspect of the three corner stones of TQM.

The concept of quality is difficult to define because it is directly correlated to the nature or characteristics of services (Boshoff and Du Plessis, 2009:36). Services are mainly characterised by lack of storage, intangibility, lack of consistency and labour intensity (Heizer and Render, 2011: 42). Therefore, a successful TQM system requires the definition of quality in a particular trade. For example, public legal services have to define quality attributes relevant to the business concept.

Quality as a way of life or culture in organisations increases productivity because costs, productivity, and quality improvements become complementary and not alternative objectives (Dale: 2005:248-249). Therefore, this culture guides employees to undertake all tasks in a quality-conscious way.

The application of quality to service also requires the appreciation of the five dimensions of service quality namely: assurance, empathy, reliability, responsiveness and tangibility (Jordaan and Prinsloo, 2004: 63-64). Johnston and Clark describe the five dimensions of quality as service quality factors that define customer expectation (Johnston and Clark, 2001:89).

Service quality factors include: access, aesthetics (how pleasant is the delivery mode) availability, care cleanliness / tidiness, commitment, responsiveness, reliability, friendliness, courtesy, security, and competence (Johnston and Clark, 2001: 89; Boshoff and Du Plessis, 2009: 37). This paragraph clearly shows that all employees in public legal services have to consciously apply the five dimensions in their daily activities in order to achieve customer satisfaction.

In this regard, employees are the starting point of attention in TQM implementation because quality focus is done by these people. The overview of TQM principles shows that the discipline is scientific in providing quality of services, thereby requiring a lot of knowledge to be successfully implemented.

In summary, the first step to determine if employees at Blantyre LAD are empowered to use TQM tools and concepts to implement TQM systems is training for both managers and supporting staff.

A good service attitude in employees is also crucial for customer satisfaction (Jordaan and Prinsloo, 2004:134). Therefore, employees must know different ways of being courteous in handling customers during conflicts or service recovery and waiting periods (Jordaan and Prinsloo, 2004:155; Johnston and Clark, 2001: 93-94). Public legal services serve large numbers of people which requires a good attitude of employees without which customers may perceive the system as non-responsive.

There are three different groups of capabilities that are crucial in quality service delivery namely: technical know-how, ability to serve customers well and maintain the quality of the service, and the ability to work as a team (Jordaan and Prinsloo, 2004:134). These skills are built through training and acquisition knowledge of the latest organisational developments such as on job skills and the use of total quality management (Jordaan and Prinsloo, 2004:134; Johnston and Clark, 2001: 208).

The knowledge of service tools also helps employees to have some certainty surrounding the service encounter (Johnston and Clark, 2001: 208). Scripting or role playing as service tools provides security to the customers because both the employee and the customers are familiar with the scripted rules and procedures (Johnston and Clark, 2001:208). In short, scripts define the roles of the customer and service provider. Job descriptions are also part of scripting because they define roles of employees to avoid ambiguity. However, not all tasks can be scripted and scripting may also cause inflexibility in employees' attitude towards work (Johnston and Clark, 2001: 210 -216).

The ability to work as a team is an essential capability for employees in a service organisation (Jordaan and Prinsloo, 2004:134). Teams are also a way of improving total quality management (Johnston and Clark, 2001: 211). A quality circle is a group of employees who meet regularly to solve work related problems (Heizer and Render, 2011:228).

Recruitment, selection and training help organisations to employ and develop excellent employees with a correct service attitude into organisations (Jordaan and Prinsloo, 2004:136). The consequences of poorly selected, insufficient employees lacking empowerment are poor quality and lack of customer retention (Jordaan and Prinsloo, 2004:136). Empowered employees use discretion constructively and can be acquainted with new technology (Johnston and Clark, 2001:216). Training changes the mind set of employees and helps to build teams, change cultures and communicate the organisation's values (Jordaan and Prinsloo, 2004:136 -138; Gitlow, Gitlow, Oppenheim, and Oppenheim, 1989: 543 -545; Joyce, 1995: 23).

Performance measurement provides motivation to employees by way of feedback (Jordaan and Prinsloo, 2004:137-138). Management uses feedback to provide clear information to employees to understand the results of their efforts and mistakes (Jordaan and Prinsloo, 2004:138). By so doing feedback helps employees to stick to organisation's objectives that satisfy customers.

The proper management of resources such as employees to satisfy customers and achieve organisational objectives is called quality management (Burtonshaw-Gunn, 2008:212). A quality management process aims at both exceeding customers' expectations and reducing the costs resulting from poor quality (Berry, 1991: xv). Therefore, quality cannot be achieved without

supporting knowledge systems for establishment, monitoring and shaping a new management system and corporate culture.

In this regard, all employees being crucial to total quality management must be empowered by knowledge to get involved and establish appropriate systems aimed at customer satisfaction (Schaaf and Kaeter, 1992: 76 – 78; Johnson, 1993: xi).

Leadership and management

Jablonski states that TQM implementation in organisations fail because, in the first place, no one has made a decision to consider the concept (1992:65). TQM implementation requires a visionary and knowledgeable leadership that is trained in TQM to see its importance (Johnston and Clark 2001:367-398). Therefore, leadership and management commitment is crucial in TQM implementation in organisations that have not yet harnessed the philosophy.

Change management

Change management is necessary in TQM implementation because it creates a culture and systems compatible with the new philosophy (Jablonski, 1992:55-56). This exercise destroys bureaucratic organisational structures which ignore employee empowerment and appropriate systems also compromise quality in public organisation (Boshoff and Du Plessis, 2009:49). For example, the current change of LAD into LAB as introduced in the background may be useful to the introduction of TQM philosophy thereat.

Change management includes management employees that provide services in organizations (Erasmus, Loedolff, MDA and Nel, 2013; xv). Only employees who are trained and developed in organizations can therefore, be productive and contribute significantly to the ever increasing scale of change challenges facing organizations (Erasmus, Loedolff, MDA and Nel, 2013;xv). Therefore, the knowledge and use TQM of employees at LAD is complementary to successful organizational changes thereat.

In this case a successful existence of TQM at LAD would have symptoms of a knowledgeable leadership, empowered employees, TQM policy and strategic plan that incorporate TQM philosophy.

Total Quality Management in Public Legal Services

The preceding sections have provided critical factors and principles necessary for TQM implementation generally. The subsequent section will provide TQM application in public legal services. However, due to the asymmetry of literature about TQM in public legal services as a whole, the analysis will be divided into legal and public services perspectives separately.

Legal Services Management and Total Quality Management

TQM in legal services management follows the argument by Evans that TQM can only apply to legal services with some modifications and more experimentation (2008:17). Therefore, this section mirrors how TQM ought to be used at Blantyre Legal Aid Department in Malawi.

Lawyers create and apply knowledge for clients, therefore, legal firms or departments are pragmatic vehicles for delivering this knowledge (Clark, 2007:924). Hence, lawyers provide knowledge about law to clients, by listening, controlling, redirecting, shaping clients' expectation in a courteous and realistic mode (Clark, 2007:924 -936). This makes legal services part of pure services delivering intangible products in form legal advice and representation (Evans and Lindsay, 2011:56).

Legal aid services are part of legal services provided by the governments or public bodies to people who may otherwise not afford private legal practitioners (McQuoid-Mason, 1982:1). Therefore, the Blantyre LAD in Malawi provides legal service to poor people who neither can nor otherwise afford private practitioners.

In most legal entities the client first meets the receptionist (Topper, 1973:209). The receptionist refers the client to a preliminary advisor, who is also known as clerical assistant, for the first interview (Topper, 1973:209). The clerical assistant listens to the client's initial story to establish the main area of law involved (Topper, 1973:209). However, the starting point for almost all litigation is first interview between a lawyer and his client (Topper, 1973:207).

The rationale for interviews is to locate the clients' problems into their perspective remedies or consequences (Topper, 1973:208). The client is mostly ignorant and uneducated in legal language; therefore, the interviewer translates the story into an orderly sequence of events (Topper, 1973:208). The interviewer considers possible legal implications and usually poses further questions to elicit relevant information (Topper, 1973:208). The second step in the legal process is for the lawyer to tender advice and draft documents for the client from the interview notes (Topper, 1973:208). Legal representation of client's interests in various forums may also follow (Clark, 2007: 936).

Legal work necessitates time management because lawyers have competing demands brought about by court time tables, overzealous clients and energetic colleagues (Hoffman, 1997:241). Therefore, lawyers need TQM to organise their work successfully.

Lawyers also prioritise work by listing files according to urgency to avoid law suits for negligence (Hoffman, 1997:242). This requires lawyers to be realistic about the workload and be able to communicate to clients or other practitioners if they will not be able to do a given assignment (Hoffman, 1997:242-243). Therefore, quality management is important to lawyers and consequences of poor quality can be damaging to their practice.

Legal management processes also require office systems and file management (Hoffman, 1997:246). Susskind like Hoffman argues that it is essential for lawyers to adopt some sort of a simple office system to assist in prioritising work (2010:30; 1997:243). The choice of the system must be determined by whether employees may understand and use it (Hoffman, 1997:243).

Legal work requires research, therefore, books, articles, general references and computer-based materials are important tools (Hoffman, 1997:249-250). A good opinion bank that stores precedents and opinions organised by the firm over time is necessary (Hoffman, 1997:249-250).

Therefore, use modern research tools and information technology in legal processes need no emphasis.

In terms of technology, the legal profession is often criticised for being slow to respond to change (Hoffman, 1997:253). However, the nature of legal services shows that TQM can improve service delivery. The study, therefore, observes that TQM can fit in legal services without many alterations, thereby giving competitive and comparative advantages to one legal firm over another.

The influence of globalisation has affected all entities including legal services due to the explosion of information to the general public (Wannop, 1989: 11-12; Heizer and Render, 2011: 44). Furthermore, rapid technological and knowledge advancement have rapidly changed the methods of producing superior client services (Wannop, 1989: 12-13). Therefore, legal firms and departments must also change to adopt technology and knowledge that enhances their productivity.

Susskind describes the nature of legal services as information services characterised by physical client encounters, advisory services and time-based billing (2010: 18 – 28; Hoffman, 1997:246). Thus, legal processes require data collection, analysis and presentation to prove relevant services to relaxant clients).

The nature of legal services like any other labour intensive services creates challenges to the implementation of quality management (Wannop, 1989:1). The challenges include the problems of measurement of quality since clients evaluate the lawyers and people they deal with rather than the system (Wannop, 1989:19). In addition, legal service cannot be stored hence cannot be wholesomely standardized because lawyers act independently as professionals (Wannop, 1989: 20). Moreover, the incompetence of clients and their biased information as they participate in the legal services processes may also distort the perception of quality of legal services (Wannop, 1989: 22). Client's behaviour is sometimes beyond a lawyer and can impact both the perception of quality of service and the actual delivery. However, the challenges can be remedied.

The remedies for the challenges created by the nature of legal services include: scripting basic procedures, creation of teams and conducting customer and employee surveys (Wannop, 1989: 21; Evans, 2008: 261). Moreover, employee training and evaluation in relevant skills and key areas may remedy quality management challenges in legal services (Wannop, 1989: 32). The study observes that these remedies are also provided within TQM framework.

Susskind argues that lawyers may have no problem in standardizing their work since they already have a tendency to standardize recurrent legal work in form of precedents and templates of opinions (2010:29 -30). However, what remains undone in legal services system is to computerise the work with modern information technology (Susskind, 2010:30). For these reasons, standardization of legal work requires empowered employees to capture, analyse and present the data with modern techniques.

Public bodies are also involved in management of state resources for the benefit of eligible customers from the public domain (Farnham and Horton, 1993: 27). For example, LAD provides

legal services to the indigent. Although there are differences in the way public and private bodies are managed, essentially both follow the same principles of management with nominal alterations (Farnham and Horton, 1993: 27).

Evans and Lindsay state that quality in the public sector has not achieved growth and momentum as rapidly as in the private sector (2005:74). This has created a demand for the implementation TQM in public organisations to change its reputation.

The increase in demand for total quality management in public sector has also coincided with a movement advocating for change in management in public services (Farnham and Horton, 1993: xiii). The movement argues that the public services can only be improved by introducing more sophisticated managerial practices and techniques (Farnham and Horton, 1993, xiii). This means transplanting good practices such as TQM from the private sector into public services. For that reason, it may be argued that TQM is equally important for LAD to improve its productivity.

Critics to the movement for change in public sector management, however, argue that the new practices have added unnecessary managerial posts rather than operational employees necessary for service delivery (Farnham and Horton, 1993, xiii). Furthermore, the movement is also criticised for introducing commercialism which is an antithesis of traditional public service.

In view of these arguments the study concurs with the idea that benchmarking between the private and public sector is important to close the gap of standards that exist between the two. Therefore, a meaningful transplanting of good management practices from the private sector to the public services is essential for the latter's growth.

TQM is one of the concepts that must be modified to apply in public legal services. TQM in government is defined as introducing quality in all aspects of the managerial functions (Du Toit, Knipe, Van Niekerk, Van der Waladt, and Doyle, 2002: 310).

Du Toit et al., also assert that public managers can utilize quantitative aids or tools that use mathematics or statistics to make more effective and objective decisions (2002: 392). These sophisticated tools may empower employees to deal with excessive workloads and monitor project progress (Du Toit et al., 2002: 392). These mathematical and statistical methods can range from complex to simple techniques (Du Toit et al., 2002: 355). Therefore, LAD as a public legal service provider may use TQM philosophy to deal with excessive workloads and other systemic challenges.

Introducing TQM in public services requires team work and involves a number of statistical tools to survey the organisational capabilities (Cohen and Brand, 1993:90 -94). Quality assurance committees or quality circles are examples of teams in public bodies that can steer the implementation of TQM.

Employee participation in the use of TQM tools is important because the worker is the expert at analysing and identifying obstacles that improve work processes (Cohen and Brand, 1993:22). Self-analysis by workers in public bodies gives management suggestions about the way work processes should be organized and conducted (Cohen and Brand, 1993:23). However, employee

participation in analysis does not mean that management should relinquish control over the organization; but entails that the workers become experts at performing their own tasks (Cohen and Brand, 1993:25).

Empowering all employees in public services with TQM philosophy, in addition to management, is difficult to put into effect because of bureaucracy (Cohen and Brand, 1993:26). Therefore, the introduction of TQM in the public sector requires change management to decentralise decision making powers to relevant workers, thereby shifting the earlier bureaucratic paradigm (Cohen and Brand, 1993:533). Therefore, TQM is cross cutting issue that challenges for the change of all sections of the organisation (Morgan and Murgatroyd, 1994: ix).

Moreover, TQM is not a quick fix ideology, but a demanding philosophy that requires a step by step implementation process (Morgan and Murgatroyd, 1994: x). Thus, planning is critical success factor for TQM implementation in organisations.

In this regard, the introduction of TQM in public legal services operations management at Blantyre LAD in Malawi requires every employee to acquire a new philosophy and knowledge of statistical skills. Therefore, the acquisition of knowledge by employees in the use of TQM tools and concepts is a prerequisite for the introduction of TQM in so far as planning and change management is concerned at Blantyre LAD.

Service Operations Management Perspective of the Blantyre Department of Legal Aid in Malawi

The sections above have specified the importance of TQM, and how its concepts as well as tools can be integrated into to public legal services. This section provides the literature on the status of the LAD in terms of knowledge and use of TQM by its employees.

Service Operations Management and TQM at Legal Aid Department

The Legal Aid Act of 1964 (Act 8 of 1964, Chap. 4:01, Laws of Malawi) is the current operational mandate for the LAD, because the new Legal Aid Act (Act 7 of 2011) has not been put into effect yet. The mandate of LAD is to provide legal aid to poor people in Malawi (Legal Aid Act 1964).

The Chief Legal Aid Advocate is the head of management at the LAD (Wanda, 1975:141). This is a public office under the Minister of Justice (Wanda, 1975, 125; 38; Kanyongolo, 2006: 124). The Minister is a politician and is concerned mainly with the policy of the Department (Wanda, 1975:140). The Minister is assisted by the Secretary for Justice or Solicitor General, a civil servant, who is charged with the execution of the policy set by the Minister (Wanda, 1975, 140). However, the Chief Legal Aid Advocate is in fact and in law independent of the Minister in his professional conduct of the cases (Wanda, 1975:125).

From the time it was formed, the LAD has received appropriations voted by Parliament for operating expenses (Wanda, 1975:140). The Department generates ancillary revenue in the form

of contributions, costs, and legal fees (Wanda, 1975:144). However, the concept of a legal aid program involves some expenditure without material returns to the Government (Wanda, 1975:144).

The current schedule of established offices at LAD is the one issued on 1st July 2007 by the Management Services Division in the Department of Human Resource Management and Development (DHRMD) in the Office of the President and Cabinet (DHMRD :2007). The established offices are in the category of administration and support services (DHMRD, 2007:663). The programme for support services is sub divided into the human resource management and financial management.

The other main functions of the LAD are provided in the legal and judicial service programmes (DHRMD, 2007:663). The functions include civil litigation and criminal litigation (DHRMD, 2007:663). The chief legal aid advocate assigns legal aid advocates to advise and represent clients in various legal matters (Wanda, 1975: 133).

In summary, the legal processes at LAD include: interviewing clients after application of legal aid, research, drafting of legal opinions, drafting other legal documents, appearing and attending court sessions, filing of documents, storage of data and contacting people (Legal Aid Act 1964; Wanda, 1975: 133). The study observes that these public legal processes in the LAD are similar to any other legal services provided in the legal market, but for the fact that they are targeted for poor people who cannot afford private legal practitioners (Topper, 1973:207 -210; Wannop, 1989: 12 -32; Wanda, 1975: 133; Hoffman, 1997: 241 -253; Clark, 2007:924 -936; Susskind, 2010:30).

In addition, the legal processes are provided within the organisational structure of LAD as depicted in Figure 2.1.

Figure 2.1: Organisational structure of Legal Aid Department in Malawi



The Department has three offices, including the head Office in three major cities namely: Blantyre, Lilongwe and Mzuzu respectively (Department of Human Resources, 2007:663- 665; Kalemba, 2010: 101). The schedule of established offices for LAD shows that there are about 176 posts (Department of Human Resources, 2007:663). However, the scope of this study is limited to the Blantyre LAD in Malawi.

The schedules of posts at Blantyre LAD are presented in Table 2.1.

Table 2.1: The Schedule of Posts at Blantyre LAD

Seniority	SECTION AND TITLE OF POST	NUMBER OF POSTS
Legal sections : Civil Litigation and Criminal Services		
1.	Chief Legal Aid Advocate (D)	1
2.	Legal Aid Advocates (Grades E,F,G,H)	9
3.	Principal Paralegal Officer (G)	1
4.	Paralegal Officers (I)	2
5.	Senior Assistant Paralegal Officer (J)	9
6.	Assistant paralegal Officer(k)	10
TOTAL		32 legal officers
Human resource management and support services		
7.	Senior Assistant Human Resource Management Officer (J)	1
8.	Shorthand Typist/ Stenographer (K)	1
9.	Senior Copy Typist (L)	1
10.	Senior Clerical Officer (L)	2
11.	Copy typist (M)	15
12.	Clerical Officer (M)	6
13.	Senior PBX Operator (N)	1
14.	PBX Operator (O)	3
15.	Head Messenger (O)	1
16.	Assistant head Messenger (O)	1
17.	Messenger (P)	15
18.	Security Guards (P)	3
19.	Motor vehicle Driver (F4/3/2/1)	3
		51 supporting services staff out of which 1 is in management position
Financial Management		
20.	Accountant (I)	1
21.	Senior Assistant Accountant (J)	1
22.	Assistant Accountant (K)	1
23.	Senior Accounts Assistant (L)	3
24.	Accounts Assistant (M)	5
TOTAL		11 financial management staff out of which 2 are management positions

Source: Department of Human Resources, 2007:663- 665

RESEARCH METHODOLOGY

Introduction

The preceding sections provided the theoretical framework and secondary data or literature review in so far as the subject matter of study is connected to the Blantyre Legal Aid Department in Malawi. This chapter provides the methodology or research design.

Research design is a framework for the collection and analysis of data to answer research questions and meet research objectives, providing justification for choices of data sources, collection methods and analysis (Saunders, Lewis and Thornhill, 2012: 680). Therefore, this chapter presents the philosophy, methodology, strategy, time horizons, target population and sample, data collection instruments, data analysis methods and pilot study, limitations, elimination of bias, and ethical considerations engaged in the research process.

Research Methodology

The study was deductive in approach because the theory guided the research to make conclusion to natural phenomena (Bryman and Bell, 2007:4). The study was aimed at evaluating the existing connection between knowledge and use of TQM by employees and the existence of TQM systems in an organization. This made the study explanatory and descriptive in nature too (Saunders, Lewis and Thornhill, 2009:146). Therefore, service operations management and TQM were the guiding theories in the study. The hypothesis was also deduced from these theoretical considerations.

The study was evaluating a single organization and employees of a single location thereby taking a case study approach (Bryman and bell, 2007: 62). Bryman and Bell assert and exemplify that in case studies both qualitative and quantitative research strategies can be combined especially in TQM (2007: 63).

Target Population

LAD has three offices in Malawi, namely: Blantyre, Lilongwe and Mzuzu. According to the establishment of LAD there are 173 posts in total (Department of Human Resource Management and Development, 2007: 883 – 885). However, the study was limited to the LAD Blantyre office. This scope is reliable and justifiable academically in light of the limited time span as well as the work load.

Target population and sample size has been limited to the scope. According to the schedule of established offices, the Blantyre office is the headquarters of the LAD and the largest in staffing levels with 94 posts (Department of Human Resource Management and Development, 2007: 883 – 885). Therefore, the target population for study was 94 and the sample size was 76. The sample size of 76 was arrived at as corresponding to the population 95 as provided in the table for determining sample size by Sekaran (1992:253).

Limitations of the Research

The study was narrowed down to the Blantyre LAD office due to academic requirements and constraints. Furthermore, it was notable that there is a challenge of asymmetry of reliable information on legal services management in so far as quality management is concerned due to the restrictive nature of the profession (Copenhagen Economics, 2006:6).

Another limitation was imposing on the pilot study by using a non-probability quota sampling for research to remain within the given time.

The study combined several disciplines such public sector management, operations management and legal practice management. Therefore, a narrow scope concentrating on key elements on each discipline was implemented to expose the subject but also to limit the research to academic requirements.

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

Introduction

This section presents the findings, conclusion and recommendation on the evaluation of knowledge and use of total quality management tools by employees at Blantyre LAD. The study presents findings from pilot study and main study as guided by the following key variables of the study objectives:

- The knowledge and use of TQM tools and concepts by Blantyre LAD employees,
- Critical success factors for the implementation of TQM,
- The recommendations necessary for LAD.

Pilot Study Findings

The pilot study was conducted where 6 respondents answered questionnaires as designed in chapter three. The pilot study revealed that there are a lot of vacancies in the establishment of Blantyre LAD shown in Table 2.1 in the literature review. The reality is provided by the Staff Return for the Chief Legal Aid advocate – Blantyre for July 2013 in Appendix E which showed that there are 32 employees as opposed to 94 presented in Table 2.1.

This means that LAD is operating at a capacity of 34 % out 94 employees due to the fact that as 66% of 94 established post are vacant. Therefore, Blantyre LAD is operating below the required capacity. The sample was modified accordingly to 28 respondents, however only 24 were present to fill forms as 4 employees were either on sick on maternity leave.

The study found out that there is no internet and a scanning machine at Blantyre LAD so much so that the facilitator of the survey had to use private internet café nearby. Due to this challenge

it took a longer time than usual to process the filled questionnaires. This implies that Blantyre LAD is technologically challenged.

Findings and Interpretations on Demographics

This section provides the demographic details per individual in terms of employment strata, educational level and length of service at Blantyre LAD. The findings and interpretations are as follows:

Employment strata

Figure 4.1 shows the findings of categories of employees at Blantyre LAD.

Figure 4.1: Employment Strata at Blantyre LAD

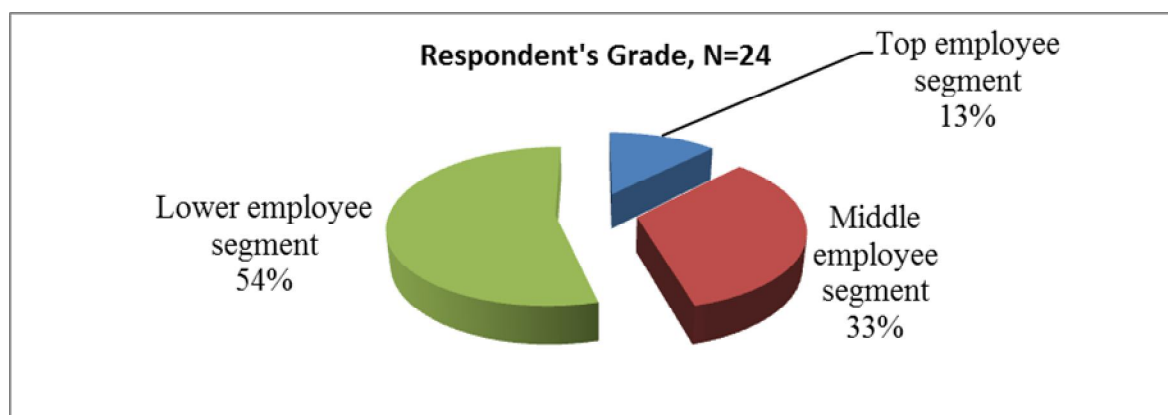


Figure 4.1 shows that out of 24 respondents 13% were from top employment stratum, 33 % were middle and 54 % were operational staff. This shows that the largest number of respondents were operational. However, TQM is a philosophy for the entire organisation, therefore, all these segments have to know and use TQM tools as well as concepts, if LAD has to benefit greatly.

Educational level

Figure 4.2 shows the findings on the education qualification of employees at Blantyre LAD.

Figure 4.2: Respondent's level of Education

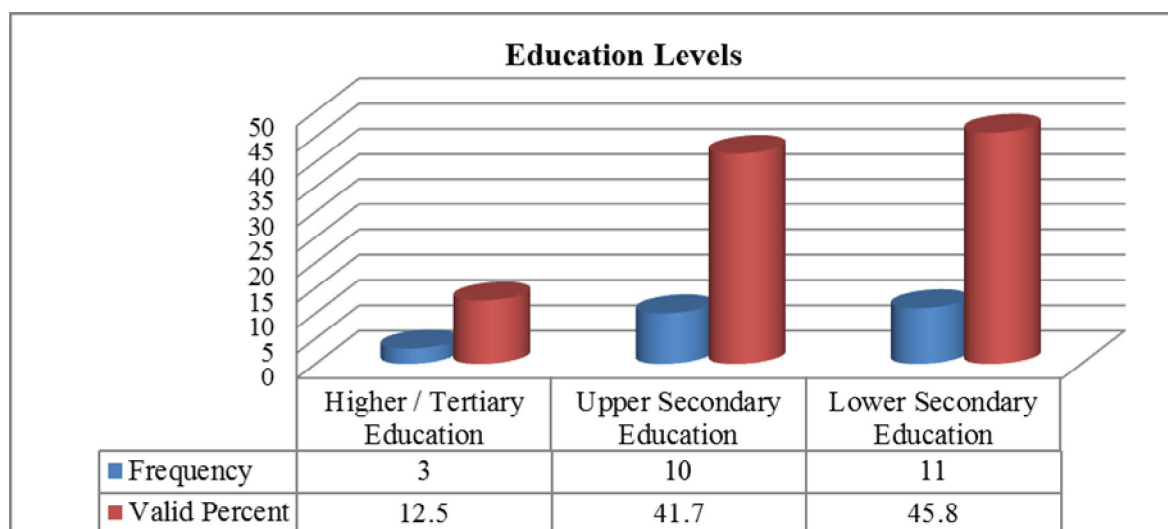


Figure 4.2 indicates that 12.5% of the respondents have tertiary education, 41.7% has upper secondary education and 45.8 % have lower secondary education. This indicates that the majority of the employees have no tertiary education. Tertiary education provides most sophisticated statistical skills and analytical skills necessary for TQM implementation. Therefore, the majority of employees at LAD need more attention in so far as training in TQM is concerned.

Length of Service

Figure 4.3 present findings for the extent to which current employees at Blantyre LAD have served the organisation.

Figure 4.3: Respondents' Length of Service

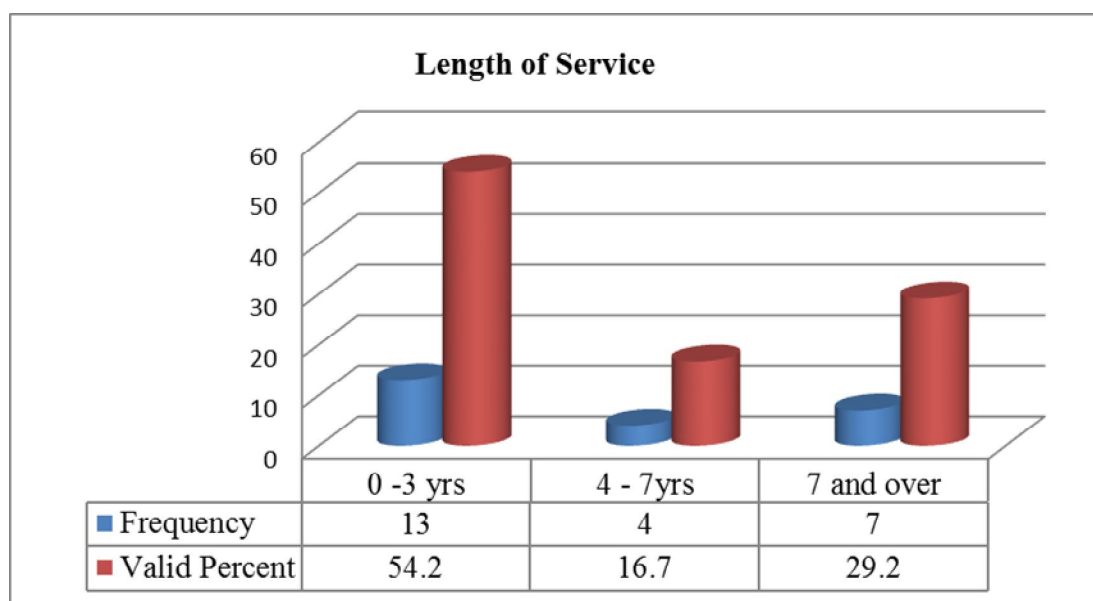


Figure 4.3 shows that 54.2 % of the employees have worked for LAD for a period ranging from 0-3 years, 16.7 % for a period of 4-7 years and 29.2 % for over of 7 years and over. This means it is easier to introduce changes and TQM philosophy at Blantyre LAD since the new employees may relatively be affected by resistance to change (Jablonski, 1992; 55-56).

Findings and Interpretation on Knowledge and use of TQM

This section provides for the findings on the research objective on knowledge and use of TQM. The section provides for the reliability tests first, before dealing with the knowledge of use of concepts and tools in TQM respectively.

The rationale is that you cannot mix categorical and likert-scale questions in calculating, interpreting, and reporting Cronbach's alpha reliability co-efficient and categorical questions (Gliem and Gliem, 2003: 84).

Reliability Test on Knowledge and Use of TQM

This section provides the reliability test results for the following 11 variables under objective and research question examining knowledge and use of TQM: Basic TQM knowledge, training in TQM, Existence of TQM policy, existence of quality assurance committee, training in service quality management, performance measurement, general use of statistics, Use of graphs, time recording, process control, use of service charter and use of strategic plan.

Table 4.1: Reliability Test Results for Knowledge and Use of TQM

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of variables under Knowledge and Use of TQM
0.743	0.758	12

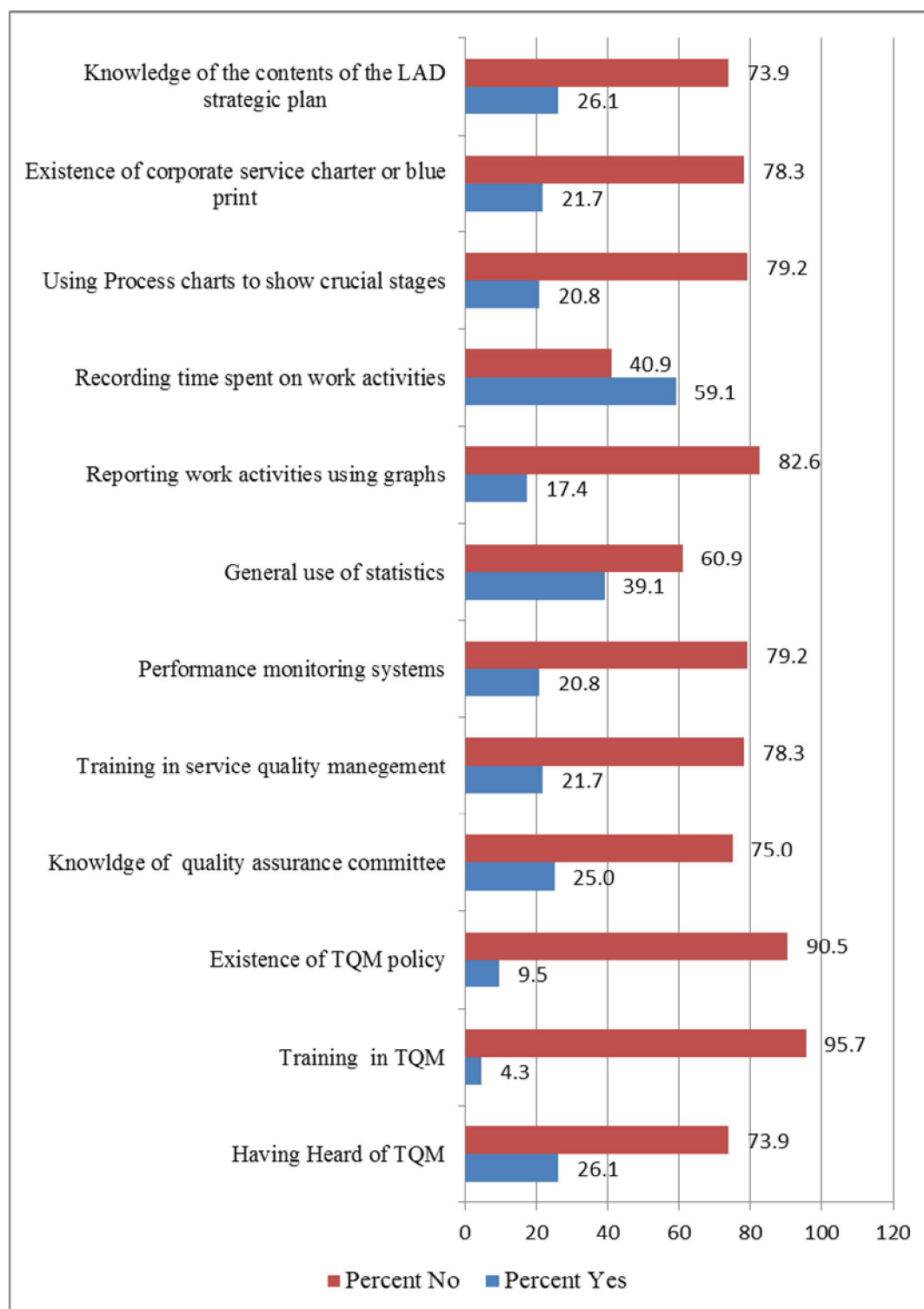
The rule for reliability is that an alpha of less than 0.60 is considered poor, while those in the range of 0.7 are considered acceptable, and those 0.8 are good (Regent Business School, 2008: 78). The findings in Table 4.1 show an alpha of 0.743, therefore, the results on knowledge of use of TQM concepts and tools are reliable.

Knowledge and Use of TQM concepts

TQM comprises many concepts, however, the knowledge and usage of following basic concepts is important: philosophy, education in TQM, policy direction and strategy on TQM, quality assurance or quality circles, service quality management, monitoring and feedback systems.

Figure 4.4 show the status of Blantyre LAD in so far as the above concepts are concerned.

Figure 4.4: Findings on Knowledge and Use of TQM



Basic Idea of TQM philosophy

Figure 4.4 shows that 1 person did not respond to this question, however, 74% of the 23 respondents said they have not heard about TQM; while 26% have a basic idea of TQM. TQM is for everyone in the organisation, therefore, majority of the employees at Blantyre LAD need TQM awareness even before empowerment (Dale, 2005:51).

Training in TQM

Figure 4.4 shows that 95.7 % of the respondents at LAD had no training in TQM and 4.3 % representing 1 employee has had training in the same. Training is a pillar of TQM as it empowers employees at all levels to give quality services (Jordaan and Prinsloo, 2004:130 -132). This means that the employees at Blantyre LAD are not empowered by TQM concepts to provide quality services. Therefore, TQM has to be introduced from the basic level.

Existence of TQM Policy

Figure 4.4 provides that 90.5 % of the respondents noted the absence of a TQM policy at Blantyre LAD, while only 9.5% stated otherwise. This indicates the absence of a TQM policy necessary for empowering employees in quality focus (Jordan and Prinsloo, 2004: 129 -131). The implication is that LAD must formulate or revise the TQM policy and the process must involve an everyone in the organisation.

Knowledge of Quality Assurance Committee

Figure 4.4 shows that 75% of the respondents did not know how quality assurance committees operate, while 25% did. Quality assurance committees enforce a culture of team work and quality focus in organizations (Heizer and Render, 2011: 228). The findings imply that the majority of Blantyre LAD employees lack such knowledge to introduce quality assurance. The study, therefore, recommends training and the introduction of quality assurance committee representing all employment strata.

Training in Service Quality Management

Figure 4.4 shows that 78.3 % of the respondents were not trained in service quality management, while 21.7 % had. Service quality management within TQM empowers employee in customer and quality focus in their daily activities (Dale, 2005:250). The findings imply that most employees at Blantyre LAD cannot provide quality services within the framework of public legal services.

Performance Monitoring Systems at Blantyre LAD

Figure 4.4 depicts that 79.2 % of the respondents had no knowledge and usage of performance appraisal, while 20.8% knew the system. Performance measurement systems are important to TQM because they empower everyone in the organisation to achieve quality results (Burtonshaw-Gunn, 2008:219; Evans, 2008:29 -30). The findings imply the absence the

performance measurement system at Blantyre LAD; hence, the study recommends the introduction of the system thereat.

Knowledge and Use of TQM Tools

Figure 4.4 shows the findings of the variables that determine whether the employees at Blantyre LAD have the knowledge and use of TQM tools.

General Use of Statistics

Figure 4.4 indicates that 60.9 % of the respondents did not generally use statistics, in their daily activities, while 39.1% did. TQM use sophisticated scientific techniques to achieve quality results and the basic use of statistics is the introductory level (Dale, 2005: 250). Therefore, the use of statistical tools must be introduced at Blantyre LAD from the basic level to all employees since the majority of them do not use statistics in their daily activities.

Reporting Work Activities Using Graphs

Figure 4.4 indicates that 17.4% of the respondents report their work using graphs, while 82.6 % do not use them. This correlates with findings in Table 4.2 and Figure 4.2 that 86% of the employees at Blantyre LAD have no tertiary education which could have improved their skills in basic statistics and presentation. TQM is about managing information systems as a re-requisite of service quality delivery (Evans, 2008: 29 -30). Therefore, this means that the majority of Blantyre LAD employees do not have the knowledge to use simple as well as sophisticated statistical and information data presentation skills.

Recording Time Spent on Work Activities

Figure 4.4 shows that 59.1% of the respondents record the time spent on their activities and 40.9 % do not record what they do. Legal service providers use time sheets and check sheets to manage time effectively because time is connected to billing as well as work targets (Harrington, 2006: xxvii; Susskind, 2010:29; Hoffman, 1997:242 -243). This means almost 41% of information and time cannot be accounted for at Blantyre LAD due to lack of data capturing skills necessary for TQM. Therefore, it is recommended that every employee must be trained to record their activities and time spent as a way of separating useful and useless activities as well as time loss.

Use of Process Charts

Figure 4.4 shows that 79.2% of the respondents did not have knowledge and use of process charts to show crucial stages of their work, while 20.8 % did. Process charts show how one work is to be done in stages thereby assisting in standardizing legal work for quality delivery (Dale, 2005:264; Susskind, 2010: 30). This implies that a lot of work at Blantyre LAD is not standardized, therefore, difficult to incorporate in information technology and performance measurement systems. The recommendation is to brainstorm on important processes and formulate templates on how recurrent activities should be done.

Existence of Corporate Service Charter or Blue Print

Figure 4.4 shows that 78.3% did not have knowledge of the existence of the service blue print or charter at Blantyre LAD while 21.7% representing 5 of out 23 employees had such knowledge. The majority therefore stated that there is no service blue print or charter at Blantyre LAD. A service charter as a diagnostic tool guides all stakeholders on the major processes to expect or to perform at a particular time (Jordaan and Prinsloo, 2004: 167; Heizer and Render, 2011: 294). This implies that Blantyre LAD lacks the knowledge and use of diagnostics tools for its systems necessary for the implementation of TQM.

Knowledge of the Contents of Strategic Plan

Figure 4.4 shows that 26.1 % of the respondents knew about the contents of the strategic plan, while 73.9 % did not the same. Strategic planning is important in TQM as a tool for corporate guidance in all aspects of the organisation (Jablonski, 1992: 730). Therefore, a majority of the employees at Blantyre LAD are not empowered with a unifying corporate direction necessary for service quality delivery.

Findings on Critical Factors for a Successful Implementation of TQM

This section presents the findings on reliability test, descriptive measures and interpretation for Likert questions section on critical success factors for the implementation of TQM.

Reliability Test and Descriptive Results on Critical Success Factors for TQM Implementation

Gliem and Gliem state that in calculating, interpreting, and reporting Cronbach's alpha reliability co-efficient you cannot mix Likert-type scales and categorical questions (2003:84; Saunders et al., 2009:449).

Table 4.2: Reliability Test Results for Critical Success Factors for TQM Implementation

Reliability Results for critical success factors for TQM implementation		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.723	0.725	5

The rule is that a Cronbach's alpha of less than 0.60 is generally considered to be poor, hence unreliable results ; while an alpha in the range of 0.7 is considered to be acceptable, and that of 0.8 is said to be good (Regent Business School, 2008: 78). Therefore, the findings on the critical success factors for TQM implementation are reliable because of the Cronbach's alpha of 0.723.

Descriptive Statistics Findings on Critical Success Factors for TQM Implementation

The critical success factors for the implementation of TQM include: leadership and management commitment, employee empowerment and involvement, strategic planning and change management (Jablonski, 1992: 53-86).

Table 4.3: Descriptive Statistics Findings on Critical Success Factor for TQM Implementation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
V16 The status of current equipment	23	1	5	3.04	1.492
V17 Management is committed to innovation	24	1	5	1.92	0.974
V18 Management considers views of supporting staff in making decisions during meetings	23	1	5	2.7	1.259
V19 LAD conducts customer surveys	24	1	5	3.5	1.351
V20 The current changes from LAD into LAB have encouraged employees to improve the quality of their work	24	1	5	2.04	1.301

Table 4.3 illustrates the central tendency and dispersion measurements with appropriate variables in sections below.

Findings on the Status of the Current Equipment

Figure 4.5: The Status of Equipment at Blantyre LAD

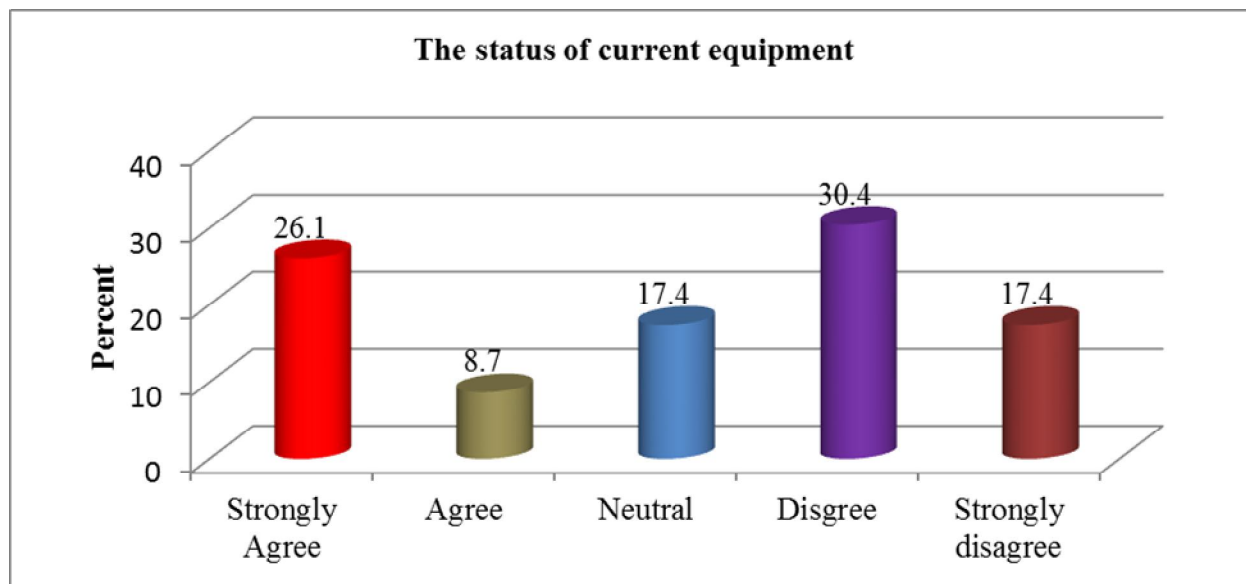


Table 4.3 and Figure 4.5 illustrate that most respondents were neutral due to a mean score of 3.04 and standard deviation of 1.5. The implications are that most employees at Blantyre LAD do not know whether their equipment is up to date or not thereby exhibiting lack of proper knowledge of technology and use to make such judgment. However, the data shows that the status of the equipment is neutral, not so modern and not out-dated; therefore, suitable for the introduction and implementation of TQM.

Management Commitment to Innovation

Figure 4.6: Findings on Management's Commitment to Innovation

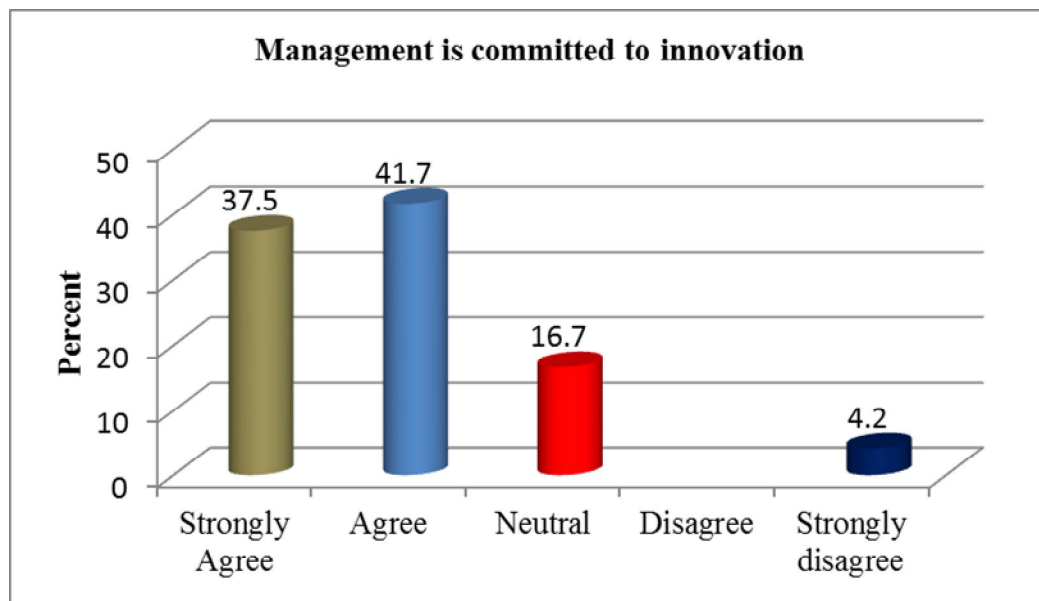


Table 4.3 and Figure 4.6 show that mean score is 1.9 and standard deviation is 0.9. Most respondents agreed that management is committed to innovation. Leadership is a crucial factor in the implementation of TQM and continuous improvement of processes in organizations (Jablonski, 199: 53-86). This is a good indication for the introduction implementation of TQM as leaders at Blantyre are receptive to new technology and methods of work.

Findings on Employee Involvement at Blantyre LAD

Employee Involvement Levels

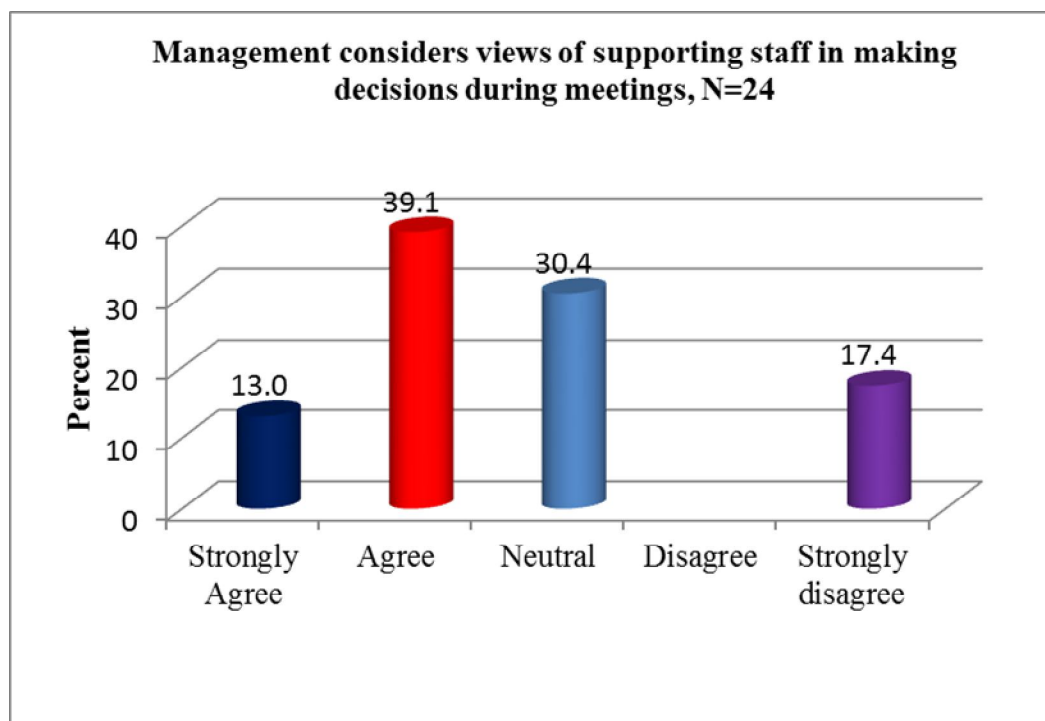


Table 4.3 and Figure 4.7 show the mean of 2.7 and the standard deviation of 1.259 which meant most respondents were neutral about management's consideration of operational staff views in meetings. Employee involvement in the decision making process is important in TQM (Evans and Lindsay, 2011:131). Therefore, Blantyre LAD has the environment conducive for the implementation of TQM in terms employee involvement in decision making process.

Findings on Customer and Quality Focus

Figure 4.8: Customer Focus at Blantyre LAD

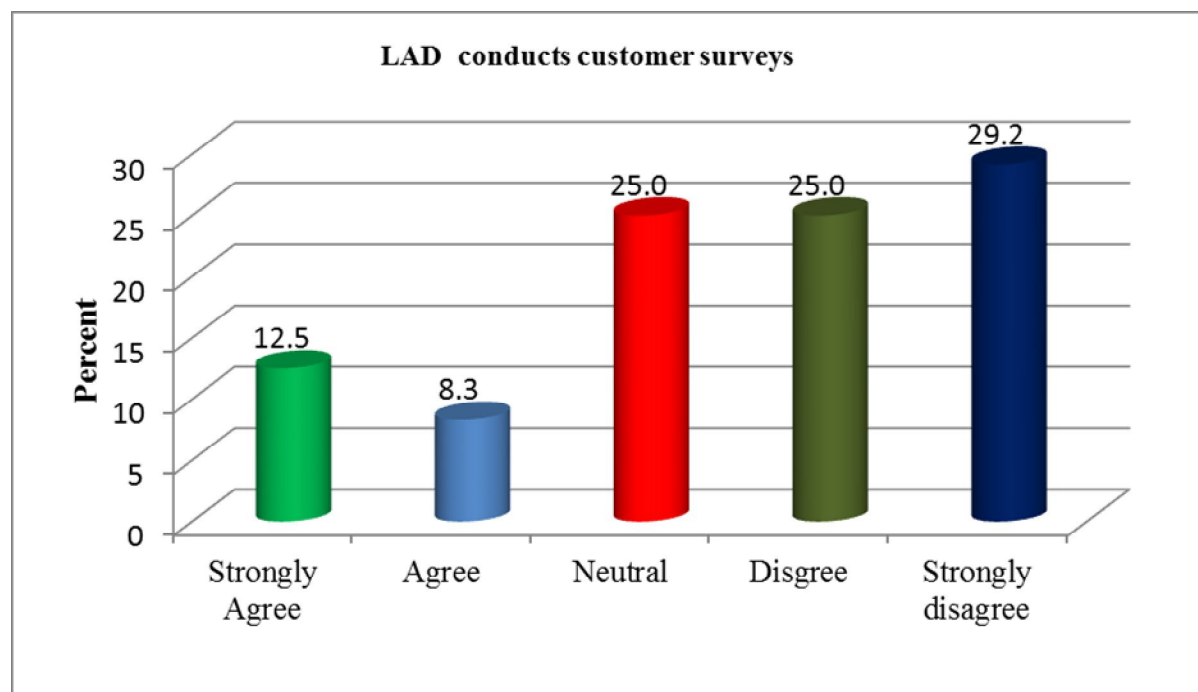


Table 4.3 and Figure 4.8 show the mean at 3.5 and a standard deviation at 1.351 which meant that most respondents opposed that LAD conducts customer surveys. Johnston and Clark state customer focus important to know what to offer to and expect from customers and one of the common tools for such communication is a survey (2001:77). Therefore, the findings here show that Blantyre LAD has no customer focus. The implications are that LAD may be failing to provide quality service to customers who need it most.

Change Management

Figure 4.9: Attitude of Employees towards Change

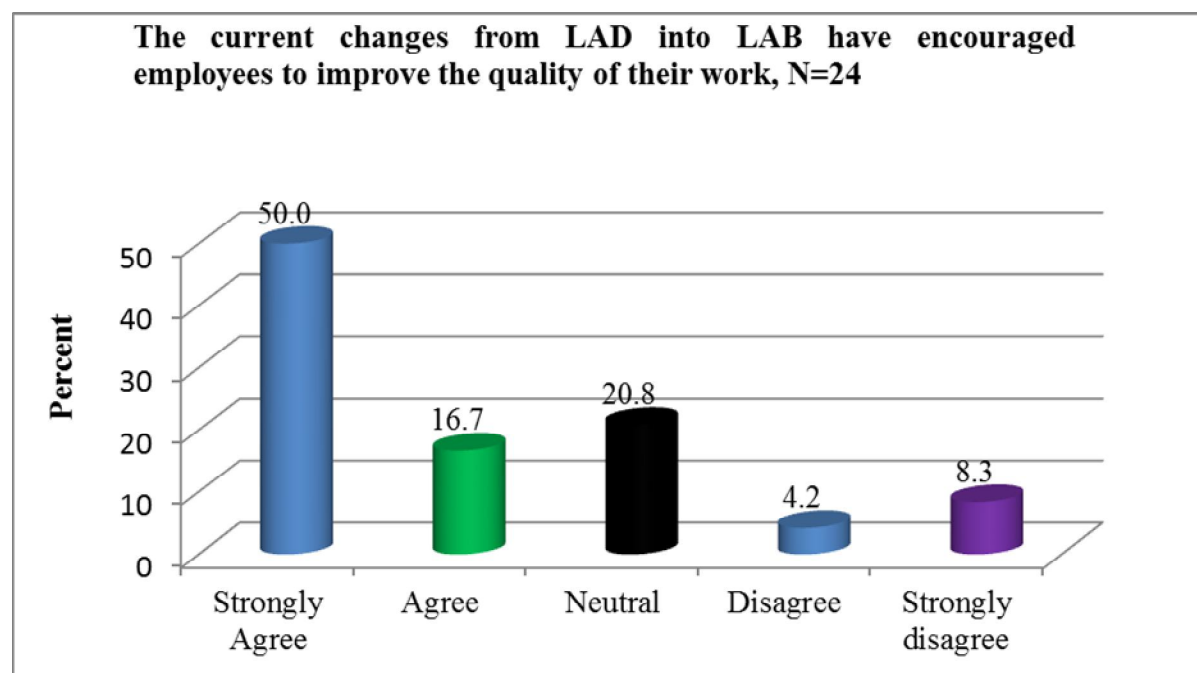


Table 4.3 and Figure 4.9 show a mean score of 2.04 and standard deviation of 1.301 meaning that most of the employees at Blantyre LAD agreed that the changes from LAD to LAB are positively affecting them to improve their work. Change management is crucial for the successful change of culture from old systems to TQM philosophy (Jablonski, 1992: 55 -56). Therefore, the positive attitude of employees at LAD indicates a spirit of change and less resistance to change important to the introduction of TQM.

Correlations and Validity

Kothari states that correlation measures the relationship between two variables (2004: 138). A correlation coefficient enables you to quantify the strength of the linear relationship between two ranked or numerical variables (Saunders, Lewis and Thornhill, 2009: 459).

In this case knowledge and use of TQM concepts and tools being preceded or the first acquired through training the correlation measures have concentrated on comparing training in TQM (variable 5) and training in service quality management to all other variables (Lawler III, et al., 2001:36-39). Table 4.4 below explains these selected relationships:

Table 4.4: Correlations between Training in TQM and Training in Service Quality Management and Other Categorical**Variables**

Variables

Correlations between variables 5 and 8 to other categorical questions				
			V5 Training in TQM	V8 Training in service quality management
1	V4 Basic knowledge of TQM	Pearson Correlation	0.359	-0.256
		Sig. (2-tailed)	0.093	0.251
2	V5 Training in TQM	Pearson Correlation		-0.103
		Sig. (2-tailed)		0.649
3	V6 Existence of TQM policy	Pearson Correlation	.689*	0.331
		Sig. (2-tailed)	0.001	0.143
4	V7 Knowledge of quality assurance committee	Pearson Correlation	-0.112	0.233
		Sig. (2-tailed)	0.61	0.284
5	V8 Training in service quality management	Pearson Correlation	-0.103	
		Sig. (2-tailed)	0.649	
6	V9 Performance monitoring systems	Pearson Correlation	-0.098	.489*
		Sig. (2-tailed)	0.657	0.018
7	V10 General use of statistics	Pearson Correlation	0.262	-0.231
		Sig. (2-tailed)	0.238	0.302
8	V11 Knowledge of use of graphs	Pearson Correlation	. ^a	0.026
		Sig. (2-tailed)	0	0.91
9	V12 Recording time spent on work activities	Pearson Correlation	0.194	0.032
		Sig. (2-tailed)	0.4	0.89
10	V13 Using Process charts to show crucial stages	Pearson Correlation	0.171	0.385
		Sig. (2-tailed)	0.435	0.07
11	V14 Existence of corporate service charter or blue print	Pearson Correlation	.463*	.588**
		Sig. (2-tailed)	0.03	0.004
12	V15 knowledge of the contents of the LAD strategy	Pearson Correlation	0.402	0.399
		Sig. (2-tailed)	0.063	0.066
** Correlation is significant at the 0.01 level (2-tailed).				
* Correlation is significant at the 0.05 level (2-tailed).				
a. Cannot be computed because at least one of the variables is constant				

Table 4.4 shows that there are relationships between training in TQM and service quality management (knowledge and use of TQM concepts and tools) on one hand, and the Critical factors for the successful implementation of TQM.

Correlation reveals causal relationship (Kothari, 2004: 138). The study, therefore, concludes that there is a causal relationship between training in TQM, knowledge and use of TQM concepts or tools as well the existence of TQM systems. Hence the study is valid as it has successfully measured the relationship between knowledge and use of TQM concepts and other critical factors which affect the implementation for TQM in organizations.

Overall Dimensions

This section provides the overall indications of respondents' responses. Tables 4.11 and 4.12 below show the overall findings.

Table 4.5: Overall Dimension on Categorical Questions

Descriptive Statistics						
Variables 4 to 15	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
	16	1.15	1.85	1.625	0.04756	0.19025

Table 4.5 provides that a mean score of 1.6 and a standard deviation of 0.1 which means that most respondents were inclined to 'no responses' to knowledge and use of TQM variables. This confirms the absence of TQM systems at TQM at Blantyre LAD and other operations management challenges.

Table 4.6: Overall Dimension on Critical Success Factors for TQM Implementation

Descriptive Statistics for likert questions						
Likert-type Questions	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
	22	1	5	2.6818	0.18733	0.87866

Table 4.6 provides that a mean closer to 3 at a standard deviation of 0.8 which means results in this category show that most respondents either agreed or were neutral to critical factors variables. This confirms the existences of critical success factors which can enable the implementation of TQM at Blantyre LAD. However, these findings show that further investigation as to the strength of these success factors at Blantyre LAD has to be made.

Hypothesis Testing

Hypothesis testing is about comparing the data collected with what theoretically expect to happen while significance testing helps to rule out the possibility that the results could be due to random variation in your sample (Saunders et al., 2009: 449).

The null hypothesis is always expressed in the negative that no significant or relationship exists between two variables or groups) (Saunders et al., 2009: 449; RBS, 2008:70). Therefore, the hypothesis is that the knowledge of the use of TQM concepts or tools by employees is not related or equal to the existences of TQM systems: $\mu = \text{TQM systems}$. The alternative is that the knowledge and use of TQM tools and concepts is related or equal to existence of TQM systems: $\mu \neq \text{TQM systems}$.

Table 4.7 shows the findings of the hypothesis testing on SPSS.

Table
Results

4.7

Hypothesis

Testing

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of V0 Form Number is normal with mean 11.067 and standard deviation 7.76.	One-Sample Kolmogorov-Smirnov Test	.571	Retain the null hypothesis.
2	The distribution of V1 Grade is normal with mean 2.333 and standard deviation 0.76.	One-Sample Kolmogorov-Smirnov Test	.006	Reject the null hypothesis.
3	The distribution of V2 Education level is normal with mean 2.233 and standard deviation 0.73.	One-Sample Kolmogorov-Smirnov Test	.042	Reject the null hypothesis.
4	The distribution of V3 Length of service is normal with mean 1.833 and standard deviation 0.87.	One-Sample Kolmogorov-Smirnov Test	.010	Reject the null hypothesis.
5	The distribution of V4 Having Heard of TQM is normal with mean 1.690 and standard deviation 0.47.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
6	The distribution of V5 Training in TQM is normal with mean 1.966 and standard deviation 0.19.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
7	The distribution of V6 Existence of TQM policy is normal with mean 1.923 and standard deviation 0.27.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
8	The distribution of V7 Knowledge of quality assurance committee is normal with mean 1.800 and standard deviation 0.41.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
9	The distribution of V8 Training in service quality management is normal with mean 1.759 and standard deviation 0.44.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
10	The distribution of V9 Performance monitoring systems is normal with mean 1.800 and standard deviation 0.41.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
11	The distribution of V10 General use of statistics is normal with mean 1.517 and standard deviation 0.51.	One-Sample Kolmogorov-Smirnov Test	.002	Reject the null hypothesis.
12	The distribution of V11 Reporting work activities using graphs is normal with mean 1.828 and standard deviation 0.38.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
13	The distribution of V12 Recording time spent on work activities is normal with mean 1.444 and standard deviation 0.51.	One-Sample Kolmogorov-Smirnov Test	.001	Reject the null hypothesis.
14	The distribution of V13 Using Process charts to show crucial stages is normal with mean 1.379 and standard deviation 0.49.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
15	The distribution of V14 Existence of corporate service charter or blue print is normal with mean 1.793 and standard deviation 0.41.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
16	The distribution of V15 knowledge of the contents of the LAD strategic plan is normal with mean 1.724 and standard deviation 0.45.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
17	The distribution of V16 The status of current equipment is normal with mean 3.069 and standard deviation 1.44.	One-Sample Kolmogorov-Smirnov Test	.108	Retain the null hypothesis.
18	The distribution of V17 Management is committed to innovation is normal with mean 2.033 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.018	Reject the null hypothesis.
19	The distribution of V18 Management considers views of supporting staff in making decisions during meetings is normal with mean 2.586 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.027	Reject the null hypothesis.
20	The distribution of V19 LAD conducts customer surveys is normal with mean 3.233 and standard deviation 1.38.	One-Sample Kolmogorov-Smirnov Test	.303	Retain the null hypothesis.
21	The distribution of V20 The current changes from LAD into LAB have encouraged employees to improve the quality of their work is normal with mean 2.167 and standard deviation 1.26.	One-Sample Kolmogorov-Smirnov Test	.039	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Table 4.7 shows that the majority of the variables fall on the category of 'rejecting the hypotheses. The rejection of almost all variables means that the hypothesis is true (Saunders, et al. 2009:450). The implications are that TQM systems depend on knowledge and use of TQM concepts as well as tools. Therefore, TQM training which the precedent of knowledge and use is recommended to Blantyre LAD. This will be the introduction and implementation of TQM in the Department.

Only two variables, i.e. variable 16 on status of equipment and variable 20 on customer survey at Blantyre LAD have been retained. The null hypotheses in this case are: (i) that the status of equipment at Blantyre LAD is not up to date (ii) and that LAD does not conduct customer surveys. In this case it means that the equipment at Blantyre LAD is not current and that LAD does not conduct surveys.

Conclusion

This chapter has highlighted findings on each variable in research objectives and questions. However, the major findings are:

- **Pilot study:** There are a lot of vacancies at LAD hence the organisation is operating below the intended capacity.
- **Knowledge and use of TQM concepts and tools:** Most employees at Lad are not empowered with the knowledge and use of TQM concepts. This is because they had not training in TQM.
- **Critical success factor for TQM implementation:** LAD has basic critical factors for a successful implementation of TQM.

The subsequent chapter, chapter five provides conclusions and recommends on the findings as outlined in this chapter.

CONCLUSIONS AND RECOMMENDATIONS

Introduction

This section contains the overall conclusions and recommendation for the study drawn from the previous chapters. Therefore, conclusions and recommendations to the study are presented according to research objectives and questions.

Findings from the Literature Review

Knowledge and Use of TQM

The study found out that training in TQM and service quality management are key variables that encompass employee empowerment, this is because all other skills are learned within them (Jablonski, 1992:58; Lawler III, Mohrman, and Benson, 2001:340). The literature provides that organisations with shortage of skills must invest in education, training and development of employees as a means of retaining organisational vitality (Coetzee et al., 2013: xv; Harrington, 2007: 37-49; Hoffmann et al. 2007:59). Training in TQM and service quality management provide the necessary scientific and on- job knowledge that empowers employees to improve the organisation.

Critical Success Factors for TQM Implementation

Good equipment, leadership commitment, employee involvement, customer focus, change management are critical success factors for implementing TQM (Jablonski, 1992: 53-86). TQM is a cross cutting issue that requires organisational change and demands supporting systems (Morgan and Murgatroyd, 1994: ix -x). Therefore, TQM can only be introduced or implemented or exist successfully in organisations that provide the critical success factors as supporting systems.

Recommendation from the Literature Review

The literature of Blantyre LAD indicated that despite the good practices there are challenges of lack of systems in the organisation (Nyirenda and Stapleton, 2012: 12; Kalemba, 2010; 101). The literature on LAD also indicated that the organisation is undergoing change to LAB. Therefore, the study found out that TQM can help LAD to transform alongside the current changes.

Findings from the Primary Research

The objectives and research questions to the study are aimed at determining if the employees at Blantyre Department of Legal Aid in Malawi have the knowledge on the use of TQM tools and concept, other factors that guarantee a successful TQM implementation and possible recommendations thereto.

Knowledge and Use of TQM

The study found out the following:

- That the employees at Blantyre LAD do not have the knowledge hence do not use TQM concepts and tools. The overall findings in Table 4.5 show that respondents denied having training as well the knowledge and use of TQM.
- That the study has established that TQM systems depend on knowledge and use of TQM. Table 4.4 shows that there are relationships between training in TQM and service quality management (knowledge and use of TQM concepts and tools)

on one hand, and the Critical factors for the successful implementation of TQM. Furthermore, Tables 4.4 and 4.6 on correlations and hypothesis testing shows the overall dependence of TQM systems on the knowledge as well as use of TQM tools.

Critical Success Factors for TQM Implementation

The study found out as follows:

- That TQM depends on Good equipment, leadership commitment, employee involvement, customer focus, change management apart from mere knowledge and use of TQM concepts or tools.
- That Blantyre LAD has the critical success factors for the implementation of TQM which are currently weak in visibility. This is because Table 4.6 provides that most respondents either agreed or were neutral about the existence of critical success factors with a mean closer to 3 at a standard deviation of 0.8. Thereby implying that there not sure about the existence of the critical success factors for TQM in the organisation.

Conclusions

The study having found an overall negative response on knowledge and use of TQM and a weak positive response on the existence of critical success factors at Blantyre LAD concludes as follows:

- **Knowledge and use of TQM:** the Blantyre LAD employees are not empowered to provide the quality of services required by TQM and the new public management.
- **Critical success factors for TQM implementation:** the organisation has the necessary base for the implementation of TQM.

Recommendations

The study, therefore, recommends to management and stakeholders as follows:

- **Knowledge and use of TQM:** To empower employees with the necessary knowledge on TQM through training so o improve quality of services
- **Critical Success factors for TQM implementation:** To introduce and implementation of TQM at Blantyre LAD as a way of organisation re-engineering and quality improvement.

Areas for Further Research

The study proposes that further research be conducted in how to implement TQM at Blantyre LAD and how to change the whole culture thereat. Therefore, the diagnosis of culture at Blantyre LAD is imperative before any changes so as to understand how the TQM philosophy and beneficial culture can be successfully establish to anchor the new Legal Aid Bureau.

Overall Conclusion

This section and the study have established that Blantyre LAD requires the introduction and implementation of TQM in the process of its changes into LAB thereby meeting all the objectives of the study. Therefore, the study has successfully concluded the evaluation of the knowledge and use of TQM by employees in the public legal services operations management at Blantyre LAD.

NOTE :

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The entire bibliography used to compile the dissertation has been cited and those references applicable to this article are cited within the full bibliography.

If a copy of the full dissertation is required, kindly forward request to the following Email, outlining the reasons that the study is required for:

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