

Total quality management as a strategic tool in service delivery:
a case of the Commission on Restitution of Land Rights,
Mahikeng

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DECLARATION

I, Tshiamo California Mahatlhe, student number 21510679, hereby declare that this dissertation/thesis submitted to the North-West University, Mahikeng Campus, for Master of Commerce in Business Management under the Faculty of Economic and Management Sciences represents my own unaided work.

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SIGNATURE OF STUDENT

DATE

ABSTRACT

This study aims to examine whether total quality management as a strategic tool can be applied to improve service delivery to land claimants. The literature review indicated that TQM can be used to improve the quality of services rendered at the Commission on Restitution of Land Rights, and the satisfaction of land claimants determines the quality of service delivered to claimants.

The nature of the study was quantitative research with the positivism type of paradigm, and the deductive approach was also applied. Data was collected from land claimants with the aim of understanding their perception on how service can be enhanced at CRLR. Questionnaires were applied to collect primary data, books, government publications, journal articles, newspapers, the internet, Google Scholar, and policy documents were used for secondary data collection. Non-probability sampling, and a combination of the convenience and purposive sampling method was utilised for the study.

The literature review revealed that to enhance service quality, the CRLR should adopt TQM practices such as total employees' involvement, customer focus, customer satisfaction, service quality, organisational culture, effective communication and team work. In addition, employees from top management level to lower management level are responsible for the success of TQM implementation at the organisation.

This study recommends that for effective and efficient quality performance, organisations should adopt the TQM systems and service quality dimensions for the sake of service improvement, which will lead to high level of claimants' satisfaction. The research contributes to a better knowledge and understanding regarding the implementation of TQM as a strategic tool in public organisations rendering services to the community; in this regard, land claimants.

Keywords: Total Quality Management, service quality, customer satisfaction, land claimants.

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Philippians 4:13 "I have the strength to face all conditions by the power that Christ gives me"

MAY THE LORD BLESS AND PROTECT YOU, MAY HE SHINE HIS FACE UPON YOU, BE GRACIOUS TO YOU AND GRANT YOU EVERLASTING PEACE AMEN.

TABLE OF CONTENTS

DECLARATION	I
ABSTRACT	IERROR! BOOKMARK NOT DEFINED.
ACKNOWLEDMENT	III
LIST OF FIGURES.....	X
LIST OF TABLES	XI
LIST OF ACRONYMS.....	XII
LIST OF KEYWORDS.....	XIV
CHAPTER 1:INTRODUCTION AND PRECISING.....	1
1.1 Introduction	1
1.2 Background and motivation	Error! Bookmark not defined.
1.3 Research problem	4
1.4 Preliminary literature review	7
1.5 Research objectives	9
1.5.1 Primary objective.....	9
1.5.2 Secondary objectives.....	9
1.6 Research methodology	10
1.6.1 Literature investigation	10
1.6.2 Empirical investigation	10
1.6.2.1 Research design.....	11
1.6.2.2 Research population	12
1.6.2.3 Sample frame.....	13

1.6.2.4	Sample methods.....	13
1.6.2.4.1	Sampling size	15
1.6.2.5	Research instruments	15
1.6.2.6	Data collection	17
1.6.2.7	Data analysis.....	17
1.6.2.8	Reliability and validity	19
1.7	Significance of the study	20
1.8	Ethical considaration	20
1.9	Delimitation of the study	21
1.10	Study exposition.....	21

CHAPTER 2:TOTAL QUALITY MANAGEMENT IN SERVICE DELIVERY TO LAND

CLAIMANTS	23	
2.1	Introduction	23
2.2	Total quality management.....	24
2.2.1	The nature of total quality management	24
2.2.1.1	Six sigma	28
2.2.1.2	Lean six sigma	30
2.2.2	Elements of TQM	33
2.2.3	Constructs of total quality management.....	36
2.2.3.1	The six Cs of total quality management	40
2.2.4	Benefits of total quality management	44

2.2.5	Reasons for failure of TQM implementation	45
2.2.6	Service quality	50
2.2.6.1	Service quality dimensions	51
2.2.6.2	Comparison of manufacturing and service industry	54
2.3	CRLR in South Africa	56
2.3.1	Nature of CRLR to land claimants	56
2.3.2	Historical background of land claims in South Africa	58
2.4	Conclusion.....	60
 CHAPTER 3:RESEARCH METHOD.....		61
3.1	Introduction	61
3.2	Research paradigm	62
3.3	Step 1: Research design	66
3.4	Step 2: Information needs.....	69
3.4.1	Primary data.....	69
3.4.2	Secondary data.....	72
3.5	Step 3: Sampling plan	73
3.5.1	Research population	73
3.5.2	Sample frame	74
3.5.3	Sampling methods.....	75
3.5.3.1	Probability sampling.....	75
3.5.3.2	Non-probability sampling	76

3.5.4	Sample size.....	76
3.6	Step 4: Data collection and research instruments	77
3.6.1	Data collection	77
3.6.2	Research instruments	80
3.7	Step 5: Data analysis.....	83
3.8	Step 6: Reliability and validity	85
3.8.1	Reliability	85
3.8.2	Validity.....	86
3.9	Step 7: Ethical consideration.....	87
3.10	Conclusion.....	87
 CHAPTER 4 RESULTS AND FINDINGS		89
4.1	Introduction	89
4.2	Demographic profile.....	91
4.2.1	Gender of respondents	91
4.2.2	Age of respondents.....	92
4.2.3	Marital status of respondents.....	93
4.2.4	Language of respondents	94
4.2.5	Occupation of respondents.....	95
4.2.6	Location of respondents	96
4.2.7	Waiting period for land restoration of respondents.....	97
4.3	Reliability and validity of constructs	98

4.3.1	Reliability of constructs	98
4.3.2	Validity of constructs	99
4.4	Land claimants' perceptions of construct: Close-ended questions .	100
4.4.1	Effective communication	100
4.4.2	Customer focus	102
4.4.3	Customer satisfaction	103
4.4.4	Organisational culture.....	104
4.4.5	Service quality	105
4.5	Association between constructs and demographic variables	106
4.6	Correlation of variables: Spearman's rank correlation	110
4.7	Association between the constructs: Spearman's rank correlation .	111
4.8	Land claimants' suggestion on improvement of customer satisfaction at the CRLR: Open-ended question.....	113
4.9	Conclusion.....	114
 CHAPTER 5 CONCLUSION AND RECOMMENDATIONS.....		115
5.1	Introduction	115
5.2	Empirical findings	116
5.2.1	TQM AS A STRATEGIC TOOL TO IMPROVE SERVICE DELIVERY TO LAND CLAIMANTS	116
5.2.2	DEMOGRAPHIC DESCRIPTION OF RESEARCH POPULATION	117
5.2.3	EFFECTIVE COMMUNICATION GIVEN TO LAND CLAIMANTS AT THE CRLR	118

5.2.4	LEVEL OF CUSTOMER FOCUS BY THE CRLR TO LAND CLAIMANTS	118
5.2.5	LEVEL OF CUSTOMER SATISFACTION AT THE CRLR	119
5.2.6	PERCEPTION OF LAND CLAIMING THE ORGANISATIONAL CULTURE	119
5.2.7	QUALITY OF SERVICE RENDERED AT THE CRLR.....	120
5.3	Recommendations	121
5.4	Future research prospects.....	126
5.5	Limitations of the study	126
5.6	Conclusion.....	126
	REFERENCES	128
	ANNEXURE A: Survey instrument	
	ANNEXURE B: Item scales	
	ANNEXURE C: Ethical consideration (permission form the DALRRD).....	
	ANNEXURE D: Language editor certificate	

LIST OF FIGURES

Figure 1.1 **Layout of the chapter..... 2**

Figure 2.1 **Total quality management and land claimants 24**

Figure 2.2 **DMAIC-Lean six sigma standard methodology..... 31**

Figure 2.3 **Elements of TQM..... 34**

Figure 2.4 **TQM constructs..... 37**

Figure 2.5 **Diagram of 6Cs of TQM..... 41**

Figure 2.6 **SERVQUAL dimensions 51**

Figure 2.7 **The CRLR flow chart..... 57**

Figure 3.1 **Research methodology process 62**

Figure 3.2 **Inductive and deductive approaches 65**

Figure 4.1 **Quantitative data analysis 90**

Figure 4.2 **Gender of respondents 91**

Figure 4.3 **Age of respondents 92**

Figure 4.4 **Marital status of respondents 92**

Figure 4.5 **Language of respondents 94**

Figure 4.6 **Occupation of respondents..... 95**

Figure 4.7 **Location of respondents 96**

Figure 4.8 **Waiting period for land restoration of respondents 97**

Figure 4.9 **Land claimants' perception concerning effective communication..... 101**

Figure 4.10 **Land claimants' perception concerning customer focus..... 102**

Figure 4.11 **Land claimants' perception concerning customer satisfaction..... 103**

Figure 4.12 **Land claimants' perception concerning organisational culture 104**

Figure 4.13 **Land claimants' perception concerning service quality..... 105**

Figure 4.14 **Suggestion regarding improvement of customer satisfaction at the
CRLR..... 113**

Figure 5.1 **Conclusion and recommendations 115**

LIST OF TABLES

Table 1.1	Statistics on land claims: South Africa	5
Table 1.2	National backlog of land claims	6
Table 1.3	Concept analysis of TQM	8
Table 2.1	Total quality management description	26
Table 2.2	Traditional view of quality vs. total quality.....	27
Table 2.3	Principles of Sigma presented by various authors	29
Table 2.4	Manufacturing industry vs. service industry	55
Table 3.1	Types and components of paradigm	63
Table 3.2	Difference between qualitative and quantitative methods	66
Table 3.3	Comparison of qualitative and quantitative methods.....	70
Table 3.4	Comparison between primary and secondary data.....	73
Table 3.5	Statistical summary of the distributed questionnaire	78
Table 3.6	Strengths and weaknesses of a questionnaire	82
Table 4.2	Gender of respondents	91
Table 4.3	Age of respondents	92
Table 4.4	Marital status of respondents	93
Table 4.5	Language of respondents	94
Table 4.6	Occupation of respondents.....	95
Table 4.7	Location of respondents	96
Table 4.8	Waiting period for land restoration of respondents	97
Table 4.9	Reliability of construct.....	98
Table 4.10	validity of constructs	99
Table 4.11	Cross-tabulation: Gender & effective communication	106
Table 4.12	Cross-tabulation: Occupation & customer focus	107
Table 4.13	Cross-tabulation: Marital status & customer satisfaction.....	108
Table 4.14	Cross-tabulation: Gender & organisational culture.....	109

Table 4.15	Cross-tabulation: Occupation & service quality	109
Table 4.16	Correlation of variables: Spearman's rank correlation.....	110
Table 4.17	Association of constructs	112

LIST OF ACRONYMS

CRLR	Commission on Restitution of Land Rights
CV	Construct Validation
CRM	Customer Relationship Management
CS	Customer Satisfaction
DALRRD	Department of Agriculture, Land Reform and Rural Development
DD	Direct Descendants
DMAIC	Define, Measure, Analyse, Improve and Control
LAMOSA	Land Access Movement of South Africa
LC	Land Claimants
ODI	Original Dispossessed Individuals
QM	Quality Management
SMS	Service Management System
SPSS	Statistics Package for Social Science
SERVQUAL	Service Quality
TQM	Total quality management

LIST OF KEYWORDS

Customer satisfaction

Customer satisfaction is a baseline standard of performance and a possible standard of excellence for any business organisation (Grigoroudis & Siskos, 2010). According to Singhier (2013), customer satisfaction is a term generally used to measure a customer's perceptions of an organisation's services. Customer satisfaction is described by Khadka *et al.* (2017) and Keshavarz *et al.* (2018) as a crucial component of a business strategy as well as for customer retention.

Land claimants

The Restitution of Land Rights Act 22 of 1994 defines a claimant as any person who has lodged a land claim. Farlex (2016) define a claimant as a party that makes a claim, especially one that is legally cognisable. The Restitution Act lists the functions of the Commission on Restitution of Land Rights as to receive and acknowledge receipt of all claims for the restitution of rights in land lodged with or transferred to it in terms of this Act; take reasonable steps to ensure that claimants are assisted in the preparation and submission of claims (Ramutsindela *et al.*, 2016).

Service delivery

Service delivery is a component of business that defines the interaction between providers and clients, where the provider offers a service, whether that be information or a task, and the clients either find value or lose value as a result (Reference, 2020). Martins and Ledimo (2015) define service delivery as the actual delivery of a service to clients.

Service quality

Service quality is described as an approach to managing business processes to ensure full satisfaction of the customer and quality of the service provided (Naiko *et al.*, 2012). Awoke and Wollo (2015) describe it as the performance that matches customers' expectations through the measurement of how well service is delivered. Malik *et al.* (2020) argues that service quality is when the service delivered to clients or customers meets or exceeds the expectations of clients or customers.

Total quality management (TQM)

Total quality management, as explained by Bedi (2010), is a set of systematic activities carried out by the entire organisation to effectively and efficiently achieve organisational objectives so as to provide services with a level of quality that satisfies customers, at the appropriate time and price. Grigoroudis and Siskos (2010) maintain that total quality management is a management approach for an organisation centred on quality, based on the participation of its entire membership and aiming at long-term success through customer satisfaction, and benefits all members of the organisation and society. TQM is defined by Mukhopadhyay (2020) as an extension of the quality assurance approach; the emphasis is not only on managing quality at the input and process points but also in developing a quality culture among all employees.

CHAPTER 1

INTRODUCTION AND PRECISION

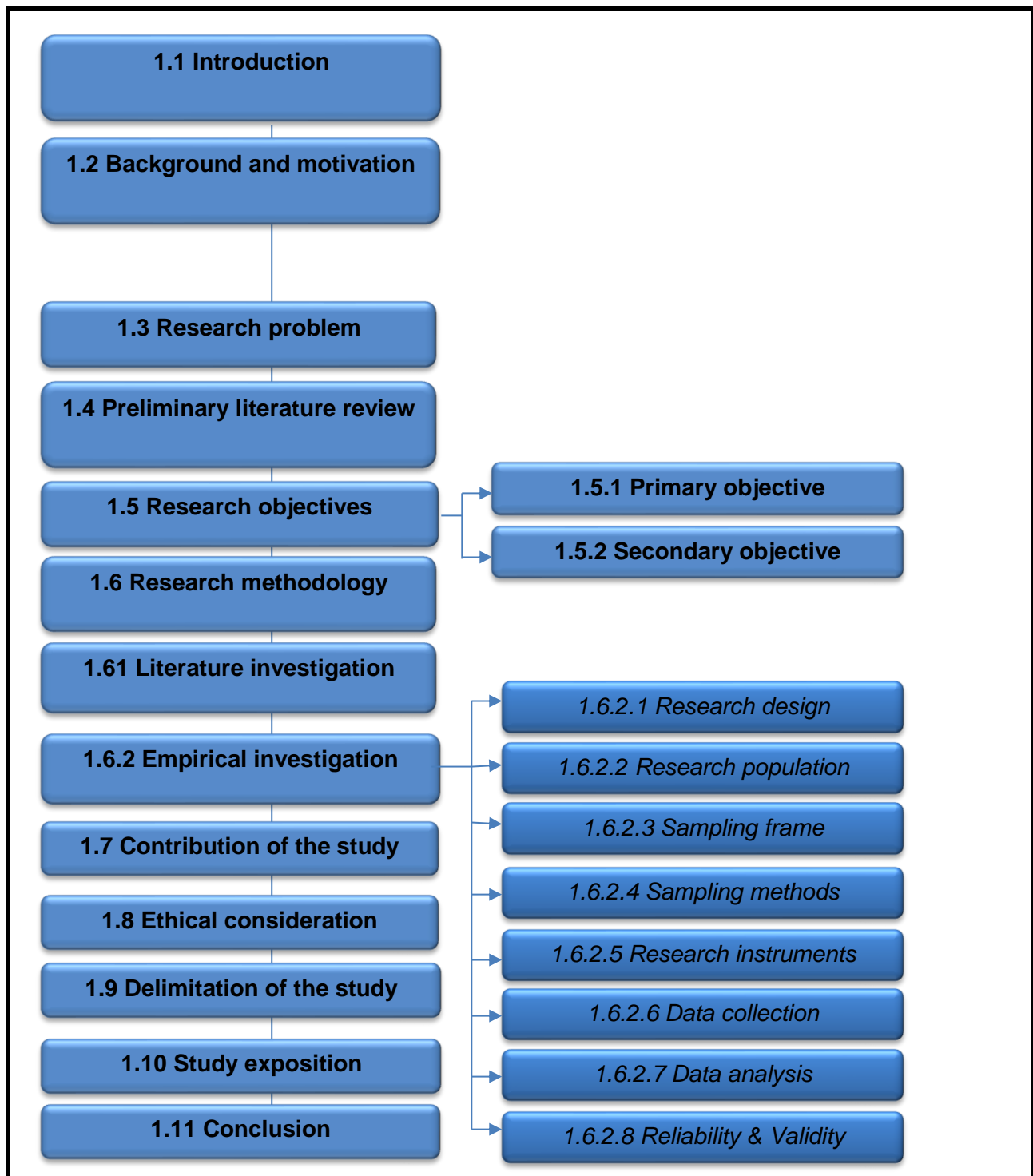
1.1 Introduction

Total quality management and service quality are essential techniques when the organisation is aiming at satisfying not only its customers but also the employees of the organisation. TQM is whereby the entire organisation carried out all set of systematic activities to effectively and efficiently achieve organisational objectives, and that will lead to customer satisfaction as it provided the service with a level of quality at the appropriate time and price (Bedi, 2010). The study will focus on these five TQM principles, namely; customer focus, service quality, customer satisfaction, organisational culture and effective communication. Krajewski *et al.*, (2010) argue that TQM is a philosophy that stresses three principles for achieving high levels of process performance and quality, and those principles are customer satisfaction, employee involvement and continuous improvement in performance. Pries and Quigley (2012) maintain that TQM involves the application of quality techniques to all segments of the enterprise, and TQM tools can be applied to understand the capability and variation in the production process via specific activity at the station.

Service quality as a significant tenet of customer relationship management (CRM) dynamics is integral part of building strong relationships with customers through satisfaction and loyalty (Chahal & Kumari, 2011). It plays a key role in differentiation in a competitive service -centred market (Thaichon *et al.*, 2014). Service quality should not only be accessible to customers who can afford to buy it, but also those who cannot, meaning, the quality of service rendered in the private sector should be the same as the ones in the public sector. The term quality has been inaccurately expressed as suitable only to wealthy or rich people, but that is just fictional (Evans, 2016). Chahal and Kumari (2011) argue that the perceived outcome of service quality by the organisation is proposed to moderate the relative strength of the relationships between service quality (physical environment and interaction quality) and customer satisfaction and customer loyalty.

This chapter will be guided by the following structure as presented in Figure 1.1, to work as a researcher's guide for the entire Chapter 1.

Figure 1.1 Layout of the chapter



This study investigates total quality management as a strategic tool in service delivery through the model of the Commission on Restitution of Land Rights. The land claimants are clients to the CRLR, and, in this case, the land claimants refer to a person who has lodged a land claim. The

Restitution of Land Rights Act 22 of 1994 stipulates that a claimant qualifies to restitution of a right in land only if the person was dispossessed of a right to land after 19 June 1913 as a result of past racially discriminatory laws or practices; or it is a deceased estate dispossessed of a right in land after 19 June 1913 as a result of past racially discriminatory laws or practices; or a person claiming is a direct descendant of a person who has died without lodging a claim and has no ascendant and has lodged a claim for the restitution of a right in land. The Restitution of Land Rights Act 22 of 1994 further maintains that even the community or part of a community dispossessed of the right to land after 19 June 1913 qualifies to restitution of a right in land.

For the Commission on restitution of land rights to satisfy its clients, it needs to consider these two key aspects, i.e. total quality management, and service quality because in the end, the CRLR is a public entity that provides service to public, specifically land claimants. The study focused on total quality management as a strategic tool in service delivery at the Commission on Restitution of Land Rights. The background and motivation for the mentioned study topic will be elaborated on further in the subsequent section.

1.2 Background and motivation

Land restitution has been an ongoing process on the African continent. Claassens and Sihlali (2020) state that a critical failure to deliver on the redistribution component has bedevilled the whole programme in which redistribution was supposed to be the main driver for transferring land to the legal owners, primarily being the black ethnic group in South Africa through directive government action, avoiding the delays and complexity of the courts. In 2017, the ruling political party, the African National Congress (ANC) adopted its new policy for comprehensive land reform that will include enhanced options for expropriation without compensation and section 25 had to be reviewed by the constitutional review committee (Pigou, 2018). Akinola (2020) and Yingyi (2021) explained that the pace of land redistribution under the principle of “willing buyer, willing seller” approach has been slow and so heavily criticised that the ruling ANC has signalled its intention to abandon the policy and the principle has provided fertile ground for populist politicians, who have called for the expropriation of land without compensation.

Thomas and Hardy (2011) found that change is a firmly established priority for organisations, and since the 1980s and 1990s, the experiment with total quality management, customer service

initiatives, reengineering, right-sizing, culture change, and many other change programmes was introduced. Pries and Quigley (2012) quoted that TQM is the approach of choice when the organisation or part of an organisation desires to perform a total overhaul of the complete system, and TQM is relevant when thoughtfully applied as it is relevant when dealing with the frequent nightmare that pertains to project management, especially regarding scheduling and budgeting.

The service quality (SERVQUAL) model is mostly applied to develop the quality of service to industries which provides service and is one of the most influential service quality measurement instruments (Maghsoodi *et al.*, 2019). The perceived outcome of service quality of the organisation is proposed to moderate the relative strength of the relationships between service quality (physical environment and interaction quality), customer satisfaction, and customer loyalty (Chahal & Kumari, 2011). Service quality comprises different dimensions. Chi and Quah (2013) proposed that those dimensions or attributes which are (1) convenience, (2) reliability, (3) responsiveness, (4) time, (5) assurance, (6) courtesy, and (7) tangibles, should be adapted by the organisation. TQM should be an ongoing process for the Commission on Restitution of Land Rights to be effective and each component must jointly work towards the same goal. The common threads of these relationships are the mind-set that increased service quality leads to increased customer satisfaction; increased customer satisfaction leads to increased customer retention while increased customer retention leads to increased organisational performance (Kumar, 2012). In addition, Maghsoodi *et al.* (2019) argue that the most effective solution to achieving a sustainable organisation is to maintain the strategy of continuous improvement.

1.3 Research problem

The Restitution Act, amendment of 2014 by the Commission on Restitution of Land Rights and regarded the re-opening of lodgement claims. The re-opening was supposed to be from July 2014 until 30 June 2019. The Amendment Act of 2014 did not sit well with claimants who lodged land claims before the cut-off date of 31 December 1998, but still the land had not been restored to them, yet the Commission on Restitution of Land Rights was re-opening new claims. That is where the complainants approached the constitutional court regarding the Amendment Act of 2014, and afterward “the constitutional court delivered a judgement which temporarily stopped the proceeding of an application or claim under the dispensation of the amendment. That simply means no new claims lodged between the 1st of July 2014 and 28 July 2016 could be adjudicated

upon or considered in any proceedings for the restitution of rights in land in respect of old claims lodged before 31st December 1998” (Judiciary, 2017).

On the other hand, Belinkie (2015) mentioned that, during 2006, the Land Claims Commission declared that 89% of the claims it received had been settled and those claims were settled through pay-outs as opposed to land, and Land Restitution involves the adjudication of claims with the party entitled to damages having the option of either land or monetary compensation. Mkhwanazi (2019) analysed that the Land Claims Commission stated in the annual report for 2018/19 that they settled claims for 177 623 hectares of land costing more than R881 million and a total over of R1.7bn was transferred to beneficiaries who opted for financial compensation. Belinkie (2015) reported that in 2006 the Land Claims Commission declared to have settled about 89% of the claims received, yet 10 years later, the remaining 11% have not been settled.

The Commission on Restitution of Land Rights in the North West Province of South Africa is responsible for restoring the land situated in four districts, namely the Dr Ruth Mompati, Ngaka Modiri Molema, Bojanala and Dr Kenneth Kaunda, and had difficulties in settling the land claims lodged before the cut-off date of 31 December 1998 before it can reopen the new claims. Table 1.1 displays that the Commission on Restitution of Land Rights received 2126 claims, of which 1195 opted for financial compensation while 215 opted for land restoration and 435 claims were considered invalid.

Table 1.1: Statistics on land claims: South Africa

District municipality	Number of projects/files	Financial compensation	Land restoration	Dismissed claims
		Number of projects	Number of projects	Number of projects
Bojanala	504	94	56	234
Dr Kenneth Kaunda	905	751	42	41
Dr Ruth Segomotsi Mompati	173	93	15	47
Ngaka Modiri Molema	544	257	102	113
TOTAL	2126	1195	215	435

Source: Commission on Restitution of Land Rights (2020)

De Kock (2020) indicates the backlog for the entire South Africa, in October 2019, were 8 295 and during January 2020, it was 8 272, as shown in Table 1.2, which means in three months only 23 claims were settled. In July 2020, the total increased to 8 447, and that simply means 175 additional claims had been captured, which is a concern for the data integrity and drives the need for formal verification (De Kock, 2020). Claassens and Sihlali (2020) reported that the restitution has become a crisis in its own right as hundreds of thousands of people who lodged land claims before the cut-off date in 1998 are still waiting for their land and many claimants have died in the intervening 21 years. Yet, in 2014, the Commission on Restitution of Land Rights proceeded with the reopening of new claims and received 80 000 additional claims. The South African government in 1994 indicated that they redistribute 30% of commercial farmland within five (5) years, but it managed a paltry one percent by 1999 and only 9.7% by 2018, and the slow pace of reform and redistribution has generated enormous frustration (Pigou, 2018).

Table 1.2: National backlog of land claims

Names of the provinces in South Africa	Outstanding claims count			
	October 2019	January 2020	July 2020	Last updated change
Eastern Cape	813	730	699	-41
Free State	8	8	8	-
Gauteng	451	443	428	-15
KwaZulu Natal	2687	2693	3020	+327
Limpopo	1474	1576	1555	-21
Mpumalanga	2036	2010	2002	-8
Northern Cape	84	83	81	-2
North-West	229	216	213	-3
Western Cape	513	503	441	-62
TOTAL	8295	8272	8447	+175 (+ 2%)

Source: De Kock (2020)

Supported by the above-mentioned evidence and information, the Commission on Restitution of Land Rights in the North-West provincial department would be in a better position to employ a total quality management system as a strategic management tool for the betterment of service

and furthermore to effectively manage customer satisfaction by rendering quality service to claimants.

1.4 Preliminary literature review

A literature review should give an overview of the study field “through reasonably comprehensive assessment and critical reading of the study” (Bryman, 2012:102). In this study, the philosophy underlying the implementation of a TQM strategy is to see organisational clients as the main component to organisational success as maintained by Adjei and Mensah (2016). Talib *et al.* (2011) argue that TQM awareness is an essential condition for the gradual progression towards developing a TQM-based culture in an industry. Defeo (2019) points out that customer satisfaction improvement, employees’ morale improvement, quality service improvement and creating a positive organisational culture are the key reasons for TQM to be implemented at the CRLR. Aletaiby (2018) indicated that the provision of goods and services by an organisation should be fit for purpose on a consistently reliable basis and delight the clients with the service that accompanies the supply of a good or service. Table 1.3 identifies the 17 essential constructs outlined by previous TQM studies. However, only five constructs will be adapted for the purpose of this study, namely (1) customer focus, (2) service quality, (3) customer satisfaction, (4) effective communication and (5) organisational culture to address total quality management as a strategic tool in service delivery. These constructs are more relevant to this study because it putted more focus in customer satisfaction and will assist an organisation in improving or developing its service.

The first construct, customer focus, is significant in building a prominent and lasting relationship with the customers. According to Gupta (2021), customer focus is the foundation for customer loyalty and a customer-focused organisation is important for helping you ensure that customers leave the experience feeling good about your brand or service. Furthermore, customer-focused businesses foster an organisational culture dedicated to enhancing customer satisfaction and building strong customer relationships. Service quality is the second construct applied for the study, because it plays a valuable role in building relationships with customers through satisfactions and loyalty (Chahal & Kumari, 2011).

The third essential construct is customer satisfaction as it is delivered by meeting contractual obligations, being transparent in case any problems show up by empathising with the customers and being flexible in one's approach (Gureja, 2013). Effective communication is the fourth construct and, according to Kumar *et.al.* (2010), communication within the whole organisation is very important for effective and efficient operations; furthermore, better communication could reduce misunderstandings and confusion regarding the requirements from internal and external customers.

Table 1.3: Concept analysis of TQM

Author(s)	Constructs																
	Top Management commitment	Supplier Quality management	Employee Involvement	Customer focus	Service innovation	Service quality	Continuous improvement	Reward & Recognition	Benchmarking	Quality performance	Education & Training	Customer satisfaction	Team work	Effective communication	Process Management	Organisational Culture	Strategic Quality Management
Bouranta (2020)		✓		✓							✓			✓			✓
Talib & Rahman (2014)			✓		✓	✓	✓			✓		✓		✓			
Voon <i>et al.</i> (2014)	✓		✓				✓				✓	✓	✓			✓	
Montasser & Manhawy (2013)	✓	✓		✓				✓	✓		✓		✓	✓	✓	✓	
Singh & Sushil (2013)	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Kumar <i>et al.</i> (2010)	✓						✓	✓			✓	✓	✓	✓			
Das <i>et al.</i> (2008)	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓						
This Study				✓		✓						✓		✓		✓	

The last construct applicable in this study is organisational culture, and Gureja (2013) states that service culture manifests itself in the way the commitment is honoured, the degree of responsiveness, level of competency, systematic empathy and the way complaints are handled. While Talib *et al.* (2011:229) maintain that “issues to be considered when organizing TQM awareness are quality problems and challenges that face the industry, knowledge and skill level

needed to understand TQM, availability and appropriateness of training facilities, the organisational climate towards quality perception and determination of what is to be different from present practice". According to Rademeyer (2010), TQM also involves driving a commitment among the different clusters and departments to share information with other cluster and departments to reduce waste and eliminate service defects such as duplication of service. Palmer and Holt (2010) review that the eight key elements that need to be considered for the successful implementation of TQM are ethics, integrity, trust, training, teamwork, leadership recognition and communication; these elements will be discussed further in Chapter 2.

1.5 Research objectives

According to Patidar (2013) a research objective is a clear, concise, declarative statement that provides direction to investigating variables and it is a concrete statement describing what a researcher is trying to achieve. The primary objective can be described as the main problem of the study that a researcher is aiming to achieve at the end of the research study. The secondary objectives are short term and narrow in focus and are more in number; they are also known as general objectives. The secondary objectives systematically address various aspects of the problem as defined by the statement of the problem and key factor that is assumed to influence or cause the problem (Patidar, 2013).

1.5.1 Primary objective

The primary objective for this study is:

- To examine whether TQM can be employed as a strategic tool to improve service delivery to land claimants in Mahikeng, North West Province of South Africa.

1.5.2 Secondary objectives

Secondary objectives for this study are:

- To acquire demographic profile of the research population
- To ascertain whether there is effective communication by CRLR.
- To assess the level of focus given to customers by CRLR.

- To analyse land claimants' level of satisfaction with service delivery.
- To assess land claimants' perception concerning service delivery culture by CRLR.
- To evaluate land claimants' perception of service quality delivery by CRLR.
- To establish the correlation relationship between variables (Demographic variables; Age, agender, occupation, marital status).

1.6 Research methodology

An innovative approach was proposed to develop techniques to find the research solutions (Naber, 2015). This is a discussion of the research methods used during the investigations of the study. The quantitative research design was applicable in this study with the use of the non-probability convenience and purposive sampling approach. The research methods approach for the study will be discussed in detail in Chapter 3. This section also explored the concepts of reliability and validity.

1.6.1 Literature Investigation

Both primary and secondary data was applicable to this study. Primary data, as described by Prada-Ramallal *et al.* (2018), is data that is collected by researcher or the supervision of an investigator using interviews or self-administered questionnaires. Primary data is also known as original data, and it is useful for current studies as well as for future studies. For the purpose of this study, a questionnaire was utilised to obtain the primary data needed.

Secondary data, as indicated by Malijan (2013), is any source cited for its second-hand information for a different work and it also pertains to data that has already been collected by another person for another purpose. The information was acquired from the following sources: North-West University library catalogues, books, government publications, journal articles, newspapers, the internet, Google Scholar, and policy documents.

1.6.2 Empirical Investigation

The study developed questionnaires to address the empirical objectives of the study. The sampling plan simply indicates the outlined plan that was used in the study. The below stated

section outlines how methods such as research population, sample size, sample frame research design, research instrument, data collection and other potential methods of data analysis were used in the study.

1.6.2.1 Research design

Research design is also referred to as a research paradigm and it is intended to provide the academic framework through which the study is carried out (Sileyew, 2019). A paradigm is basically our way of understanding the reality of the world and studying it (Rehman & Alharthi, 2016). The author maintains that a paradigm is a theoretical framework and a belief system with assumptions about ontology, epistemology, methodology and methods. Five research paradigms exist, namely; positivism, post-positivism, constructivism, critical or feminist and post-structuralism (Fushimi, 2021). **Positivism** tends to produce quantitative data and its principal orientation to the role of theory in relation to research is deductive, with empirical testing of theory (Bryman *et al.*, 2017). According to Krauss (cited by RePrac, 2017), the **post-positivism** perspective is that not everything is completely knowable, and it is believed that something falls outside of an objective reality if it cannot be mathematically verified. **Constructivism** tends to produce quantitative as well and has multiple realities that need to be interpreted. Darkins (2017) points out that **post-structuralism** critique is concerned with identifying the presence of dichotomies and binaries; there is no reality external to the used language and language is important when seeking to explain the social world. Rehman and Alharthi (2016) argue that **critical theory** does not aim at explaining and understanding society but changing it. Rehman and Alharthi (2016) further indicate that critical theory is subjective as it is assumed that no object can be reached without a researcher affecting it.

Research design assists a researcher to concentrate on the objectives of a study with minimal chances of any deviations (Wahyuni, 2012). Research design is categorised into three types, i.e. exploratory, descriptive, and causal, and they are described as follows by Dane (2011):

- Exploratory research involves an attempt to determine whether a phenomenon exists or not; it might be very complex and sometimes the object of exploratory research is the research itself.
- Descriptive research involves examining a phenomenon to characterise it more fully or to differentiate it from other phenomena.

- Causal research is also known as explanation research. Causal research involves a cause-effect relationship between two or more phenomena.

The different research methods are categorised into three namely; qualitative, quantitative and mixed methods, and are described as follows.

- The quantitative research method is a process of research that provides a numeric description of trends, attitudes or opinions of a population by studying a sample of the population (Creswell, 2014).
- The qualitative research method does not attempt to quantify results through statistical analysis (Marczyl *et al.*, 2010).
- Mixed-method research is when a researcher combines elements of qualitative and quantitative research. For example, the use of qualitative and quantitative viewpoints, data collection, analysis, and inference techniques, for the broad purposes of breadth and depth of understanding and corroboration (Kajamaa *et al.*, 2020).

Positivism, together with a descriptive research design was applicable to this study, the main advantage of descriptive research design is that accurate data was collected to provide a clear picture of the research topic as per Kumar's (2018) description. The quantitative research method was also used to collect data from land claimants because the researcher aims to investigate the land claimants' views and insights into the phenomenon under study, and the elements of the quantitative method will be further discussed in Chapter 3.

1.6.2.2 Research population

A population is a set of individuals or a group of potential participants to whom a researcher wants to generalise the results of a study (Nestor & Schutt, 2012). Salkind (2012) argues that population is described as the entire group of elements that a researcher wants to study, and the study population is entirely defined by a researcher based on the study objectives, and a single study can include multiple populations, depending on how a research problem is defined.

The targeted population for this study were land claimants who reside in villages in and around Mahikeng in the North West Province of South Africa. Moreover, the target population was the land claimants in the organisational database of the legal entities registered under the persistence of the Native Land Act (No. 27 of 1913) and resides in villages that are in and around Mahikeng in the North-West Province of South Africa.

Below are estimated statistics for the land claims in the North-West Province of South Africa:

213 (backlog lodged from 1994- 1998)

+

11 873 (new claims lodged from 2014 -2016)

12086 **Total**

The estimated statistics for Ngaka Modiri Molema district:

97 (backlog lodged from 1994- 1998)

+

553 (new claims lodged from 2014 -2016)

650 **Total**

The above-mentioned statistics indicate that the CRLR has a backlog of 213 claims since 1998, which needed to be finalised. This simply means that after 27 years, the CRLR still had outstanding claims that need attention, and on top of that, the CRLR received another 11 873 new land claims without finalising the 213 backlogs. The targeted population was the claimants who opted for land restoration in the North West Province and have a legal entity registered by CRLR and the estimated statistics indicate the backlog of 650 claimants who lodged their claims between 1994 and 2016.

1.6.2.3 Sampling frame

The sampling frame is a list of all the elements in a study population and it is always defined by the study population, as resolved by Guest et al. (2013). In this case a sampling unit was the land claimants, and the researcher has permission to access organisational databases for all registered legal entities registered by the CRLR, but the sampling frame was specifically the land claimants from the legal entities registered under the persistence of the Native Land Act (No. 27 of 1913).

1.6.2.4 Sampling methods

Sampling is categorised into two types that are described as follows: (1) Probability sampling is described by Cozby and Bates (2012) as the likelihood of the occurrence of some event or outcome and is used frequently in everyday life. Probability sampling is also known as random sampling. Probability sampling methods are those in which the probability of selection is known

and is not zero, so there is some chance of selecting each element and a sample frame is needed for this purpose (Nestor & Schutt, 2012).

There are four main types of probability sampling, according to McCombes (2020);

- Simple random sampling - where every member of the population has an equal chance of being selected.
- Systematic sampling - is similar to simple random sampling but is usually slightly difficult to conduct.
- Stratified sampling - is when the population has mixed characteristics and you divide the population into subgroup based on the relevant characteristics.
- Cluster sampling is where-the population is divided into subgroups, but each subgroup has similar characteristics to the whole sample.

Non-probability sampling is also known as non-random sampling and the probability of selecting a single individual is not known. This is whereby a researcher must assume that potential members of the sample do not have an equal and independent chance of being selected (Salkind, 2012). Non-probability sampling is divided into four types namely;

- Convenience sampling, which includes the individuals who happen to be most accessible to a researcher.
- Voluntary response sampling is where participants volunteer themselves instead of a researcher choosing them.
- Purposive sampling is where a researcher uses her judgement to select a sample that is most useful to the purposes of the research.
- Snowball sampling is where the participants are recruited via other participants, as prescribed by McCombes (2020).

Furthermore, non-probability sampling was applicable to the study due to its nature and scope of the study. The researcher targeted a population from the organisational database of all registered legal entities registered by the CRLR under the persistence of the Native Land Act (No. 27 of 1913). Non-probability convenience sampling and purposive sampling were utilised for this study; the latter was adapted for this study because land claimants were selected to participate in the survey as they were familiar with the land claimant process. The researcher approached land claimants who were conveniently accessible with the use of the organisational database that was

most useful for this study. Furthermore, participants were purposively sampled because those land claimants who are CRLR clients could provide data required for the nature of the study.

1.6.2.4.1 Sample size

Sampling size is determined through statistical procedures and a researcher may use her/his experience or judgement to determine sample size. Neelankavil (2015) continues by maintaining that the statistics in sample size are divided into two categories, which are descriptive statistics and inferential statistics.

The sample for this research was land claimants who were conveniently available and relevant to the purpose of the research. The data was collected from the land claimants and the participants who reside in villages situated in and around Mahikeng. The inclusion criteria used were as follows: participants should be 18 years and above; participants ideally range in all the income groups and should reside in villages in and around Mahikeng. Inferential statistics were implemented in the study as the researcher compiled data by using data drawn from the population. The sample size was 300 claimants who reside in villages in and around Mahikeng.

The recommended sample, according to survey monkey was as follows:

Confidence level is 95%

Confidence interval being 5%

With the population of 650

242

However, more efforts were made to obtain more completed questionnaires to reduce the margin of error; 300 questionnaires were distributed. However, 161 questionnaires were returned and only 159 could be used for analytical purposes after the data editing and cleaning process was completed.

1.6.2.5 Research instrument

This section will discuss different types of research instruments and elaborate on which is applicable to this study. As described by Burns et al. (2017), a research instrument is the quantification of an object's attributes sought by a researcher in the research study. The types of

research instruments, namely, questionnaires, checklists, observations and interviews will be described by Sobrepna (2011) and Nalzaró (2012) as follows:

- **A questionnaire** is a series of questions designed to elicit information that is filled in by all participants in the sample. It is the most common type of research instrument, and it can be gathered either through oral interviews or written questionnaires.
 - Chiwandire (2014) defines self-administered questionnaires as a questionnaire that has been designed specifically to be completed by a respondent without intervention by the researcher. It is ideal for reaching a large, geographically dispersed sample and is a particularly useful way of canvassing the views of those who might not wish to be questioned face-to-face.
- **Checklists** are considered the simplest of the devices, consist of a prepared list of items, and the presence or absence of the item may be indicated by inserting the appropriate word or number.
- **Observation** is the most used instrument in qualitative research. It consists of two types, which are unstructured observation and structured observation.
 - Structured observation is the preparation of record-keeping forms such as category systems, checklists and rating scales
 - Unstructured observation is a method of collecting research data that has both opponents and proponents.
- **An interview** is, in a sense, an oral questionnaire; instead of writing the responses, the interviewee gives the needed information orally and face-to-face. The interview involves either structured, semi-structured or unstructured verbal communication between the researcher and subject, during which information is obtained for a study.
 - Structured interviews are always operated with a formal written instrument, referred to as the interview schedule.
 - Semi-structured interviews allow the researcher to develop in-depth accounts of experiences and perceptions with individuals (Cousin, 2009; Donoghue *et al.*, 2021).
 - Unstructured interviews are more conversational and are conducted in a stress-free, relaxed situation.

A self-administrated questionnaire was used to collect data, and Chiwandire, (2014) defines self-administrated questionnaires as a type of instrument designed for the purpose of collecting data from the respondents without any intervention from the researcher. A self-administrated

questionnaire was applied as it is convenient to obtain a large quantity of participants effectively. According to Nalzaró (2012), a good questionnaire is characterised as having a well stated title, a statement of purpose, assures respondents about the confidentiality of responses, is designed to achieve the objectives of the study, has a clear direction, avoids double-barrelled questions, and the design facilitates the easy tabulation of data.

The self-administrated questionnaire was structured as follows: Part A: Demographics section, Part B: Land claimants' view of the service delivered by the organisation, and Part C: Claimants' general comments on how the CRLR can improve its service delivery to land claimants.

1.6.2.6 Data collection

Data collection is described as a process of preparing and collecting data for a purpose from various sources that have been systematically observed, recorded and organised (Nalzaró, 2012). Data pertains to information, especially facts, quantities, records or numbers collected to be examined, considered and used to help in decision-making (Malijan, 2013). Data collection refers to steps involved in collecting information, and both primary information and secondary information are the two sources of information in most scientific research (Ndeudjeu, 2019).

The researcher submitted a formal letter requesting the Director-General of the Department of Agriculture Land Reform and Rural Development (DALRRD) for permission to access the organisational database of all legal entities registered by the CRLR, as well as permission to interview land claimants as participants for the study. The researcher retrieved the land claimants' database from the Commission on Restitution of Land Rights residing in villages in and around Mahikeng. Questionnaires were emailed to the participants with the consent letter explaining the purpose of the research, and those who did not have access to emails, were contacted by the researcher telephonically and the later questionnaires were delivered to their place of residence and arranged to be collected at a later date.

1.6.2.7 Data analysis

Data analysis implies the interpretation of data to draw outcome that mirror the ideas, interests and theories that instigated the research (Babbie, 2013; Kumar, 2018). Data analysis depends on the research hypothesis and the types of measurement scales used; it should be chosen to match the purpose and design of a research project and the data collected (Dane, 2011).

All statistical techniques can be divided into two broad categories, namely descriptive and inferential statistics.

- Descriptive statistics are used to describe the characteristics or features of a dataset, and the term 'descriptive statistics' can be used to describe both individual quantitative observation as well as the overall process of obtaining insights from those data, as indicated by Cooksey (2020); and Hillier (2021). Furthermore, descriptive analysis, as analysed by Kemp *et al.* (2018), is an important first step for conducting statistical analyses and acts as a versatile source of information while enabling objective and comprehensive data to be obtained. It gives an idea regarding the distributed data and allows the researcher to identify associations among variables.
- Inferential statistics are statistical procedures that are used to reach conclusions about associations between variables and they differ from descriptive statistics in that they are explicitly designed to test hypotheses. Numerous statistical procedures fall in these categories, most of which are supported by modern statistical software such as SPSS and SAS (Bhattacharjee, 2012).

The following are four types of data analysis that involve descriptive, diagnostic, predictive and prescriptive analysis:

- Descriptive analysis is the least amount of effort among all other methods, and it describes the main features of the collection of quantitative data. It is usually the initial kind of data analysis that is performed on the available data set (Bhasin, 2019).
- Diagnostic analysis takes the insights found from descriptive analysis and drills down to find the causes of those outcomes. Organisations make use of this type of analysis as it creates more connections between data and identifies patterns of behaviour (Gibson, 2019).
- Predictive analysis involves employing methods that analyse the current trends along with the historical facts to arrive at a conclusion that makes predictions about the future trends of future events. It is difficult and requires technical expertise in the subject (Bhasin, 2019).
- Prescriptive analysis, as explained by Gibson (2019), is the frontier of data analysis, combining insight from all previous analyses to determine the course of action to take in a current problem and it utilises the state of the technology and data practices.

Inferential statistics and descriptive analysis were focused on to determine the relationship among constructs. The collected data was analysed using the statistical software program Statistical

Package for Social Sciences (SPSS) to achieve the objectives of the study. The study used exploratory factor analysis in SPSS.

1.6.2.8 Reliability and validity

Validity is a property of the conclusions and interpretations that are made after studying the data collected with some measure; validity has less to do with elements of the measure, test or assessment itself, and more to do with the way in which a researcher uses a measure (Weathington *et al.*, 2010). Cozby and Bates (2012) define validity as the truth and accuracy of information or findings. A later description of validity by Edmonds and Kennedy (2017) is the extent to which the outcome accurately answers the stated research questions of a study. It is important to note that validity takes on many different forms, operates on a continuum and theoretically can be considered multidimensional.

Reliability refers to the consistency of a measure of behaviour and a formal way to understand reliability is to use the concepts of true score and measurement error (Cozby & Bates, 2012). Reliability can be estimated by comparing different versions of the same measurement and validity is harder to assess but it can be estimated by comparing the results to other relevant data or theory (Middleton, 2019). The reliability in the analysis was ensured by keeping records of the survey from land claimants and the questionnaire was designed in such a way that it can be completed much easier and accurately.

The researcher considered the validity and reliability of the research instruments that were able to allow the reporting of credible and trustworthiness information in this study. The pilot survey was considered in this study with the aim of testing the effectiveness of the research instruments. The main objective of a pilot survey is that it tests whether survey questions are fully understood by the respondents and to examine the effectiveness of the questionnaire in terms of structure and presentation (Grigoroudis. & Siskos, 2010).

Reliability and validated measurement item scales used in previous studies were adapted for the study and used to collect data from land claimants (Refer to Annexure B).

1.7 Significance of the study

The significance of the study lies in gathering information on the prominence of total quality management, service quality and customer relationship management in the rendering of service to clients; it also intended to assist in the improvement of customer satisfaction by influencing the personnel when rendering quality service. For a problem to exist, that simply means some techniques were put in practice that were not entirely adequate and the organisation needs to identify new techniques and improved ways of doing things.

The implementation of TQM systems at the organisation could bring about needed change that might improve the quality of service to clients. However, employees need to be educated about the importance of the TQM systems, as employees would be expected to incorporate them in their services offered to clients. The purpose of this study is to make organisation aware of how TQM can assist by providing better service to clients, diminishing failures frequently appearing at the organisation, by constantly concentrating on bringing improvement in the organisation and by developing a good relationship between the claimants and the CRLR. This is emphasised by Baporikar and Sony (2020:41) stating that total quality management that ensures all members of an organisation should plays a part in improving the process, service and culture of work. TQM principles are beneficial to any organisation because it reduces cost, increases staff morale, reduces defects and increase customer satisfaction (Luthra *et al.*, 2021).

1.8 Ethical consideration

Ethics is described as the process of studying moral standards and examining how it should be interpreted and applied in various situations, ethics is more than doing the right thing (Weathington, *et al.*, 2010). A later description by Picardi and Masick (2014) indicates that ethics is a subject that encompasses human behaviour, i.e. the motives and decisions that impact one's actions. Ethics explores how individuals act, the individuals, group and societal judgements about these actions, and the rules for categorising these actions.

Ethic clearance was obtained from the Ethics Committee of the School of Management Sciences in the Faculty of Commerce and Administration of the North-West University. An ethical approval

certificate (Certificate number: NWU-00867-21-A4) was issued by the NWU ethics committee. The researcher received a formal letter from the Director-General of the Department of Agriculture, Land Reform and Rural Development (DALRRD) for permission to access the organisational database for all legal entities registered as well as to conduct a study on land claimants as participants (Refer to Annexure C).

Ethical values that were considered are privacy, confidentiality, the right to information and protection of participants from exposure to harm or risk.

1.9 Delimitation of the study

Delimitations are the limitations consciously set by the authors themselves. They are concerned with the definitions that the researchers decide to set as the boundaries or limits of their work so that the study's aims, and objectives do not become impossible to achieve. In a way, delimitations are not as much "why I did this", but rather "why I did not do it like this" (Theofanidis & Fountouki, 2019). The focus of the study was on total quality management as a strategic tool in service delivery at the Commission on Restitution of Land Rights in the North West Province of South Africa. This entity reports to the Department of Agriculture Land Reform and Rural Development (DALRRD). The participants had to be 18 years old and above, also should be residing in villages in and around Mahikeng. In addition, the target population was the land claimants from the CRLR database of the legal entities registered under the persistence of the Native Land Act (No. 27 of 1913) and reside in villages that are in and around Mahikeng in the North-West Province of South Africa.

1.10 Study exposition

This study comprises five chapters and each of these chapters is structured as follows:

Chapter 1: Introduction and motivation

Chapter 1 introduces the research topic, which is the pedestal of the quality of service rendered to the claimants in the field of the Commission on Restitution of Land Rights in the North West Province of South Africa. This chapter also imparts the problem statement, the

motivation for the study, along with the research objectives and research methodology. The research methodology phase includes all the techniques and research methods used during the research to find the solution to the problem

Chapter 2: Total quality management in service delivery to land claimants

The preliminary literature review presents the nature and describes the key concept of total quality management (TQM) and the importance of quality service in service delivery to land claimants at the Commission on Restitution on Land Rights. This chapter further explores the nature and history of the Commission on Restitution of Land Rights and how land claimants relates to Restitution of the Land Rights Act 22 Of 1994.

Chapter 3: Research methods

The research methods applicable to this study are dealt with in Chapter 3 and include all the techniques and research methods used during the research to find the solution to the problem. The administration of questionnaires, sampling, data collection and all the instrument measures used are discussed in this chapter.

Chapter 4: Results and analysis

This chapter presents the findings of this research and the interpretation thereof in the form of discussions, figures, and tables. The findings are presented without being prejudiced in any way whatsoever.

Chapter 5: Inferences and recommendations

The final chapter deals with the conclusions of the research and recommendations were provided on how the service is delivered as well as how customer satisfaction within the Commission on Restitution of Land Rights in the North-West Province of South Africa can be attained.

CHAPTER 2

TOTAL QUALITY MANAGEMENT IN SERVICE DELIVERY TO LAND CLAIMANTS

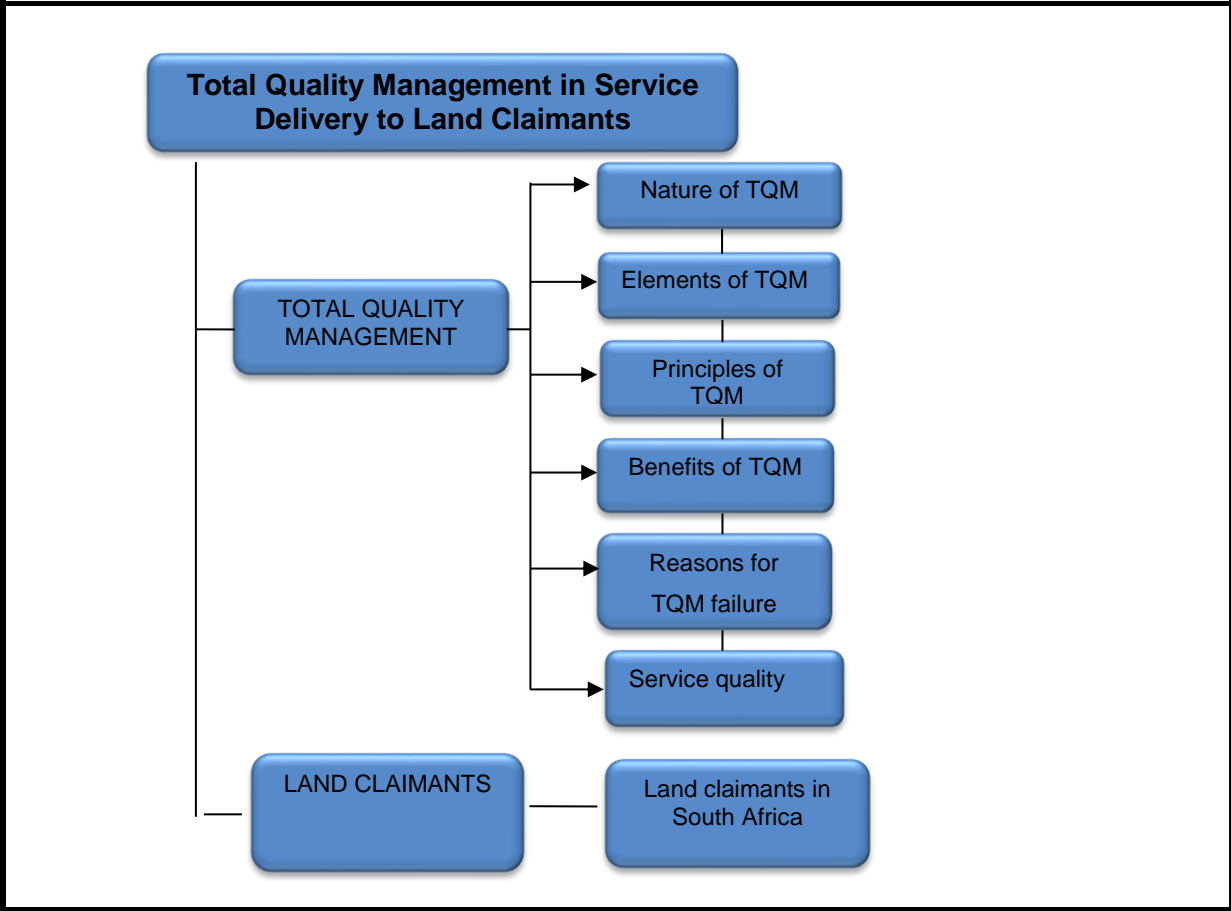
2.1 Introduction

The focus of this chapter is based on the concept of total quality management and, according to Zehir *et al.* (2019), total quality management's key focus is to satisfy customer needs for the survival of the organisation. The implementation of total quality management is essential as it indicates how the Commission on Restitution of Land Rights-CRLR could achieve a high level of customer satisfaction with the use of total quality management (TQM model).

Jaeger and Adair (2016) and Besterfield *et al.* (2019); indicated that the TQM concept was publicised in the middle of the 1980s for improving quality, customer satisfaction as well as employee satisfaction. In addition, Besterfield *et al.* (2019) maintain that Hendricks and Singhai have proven that TQM is a very good investment, and it was shown by a ten-year study. Ali and Alolayyan (2013) and Ajmal *et al.* (2016) appraise that every member's commitment in the organisation is totally obtained through quality to prevent and identify organisational errors. Ooi *et al.* (2011) urged that TQM should never be ignored, even in small service firms, as it is an influential aspect on customer satisfaction as well as service quality; furthermore, TQM should not focus more on the organisational internal aspects alone but also on the customers' expectation.

The layout of this chapter is graphically depicted in Figure 2.1, and it will discuss the first component of TQM that has six sub-heading, namely: (1) the nature of total quality management, (2) the elements, (3) the principles of total quality management, which will lead to (4) the benefits of applying total quality management (TQM), followed by (5) the benefits of TQM. This chapter will conclude with Land Claimants as the second component, explaining the concept of land claimants, in particular from a South African perspective.

Figure 2.1: Total quality management and land claimants



2.2 Total quality management

Total quality management is a tool for an organisation, and it can assist an organisation to continue improving its services to customers and at the same time assisting an organisation to continuously improve on how it delivers service to its customers; it also does not only focus on customers, but also organisational culture, including employees (Aburayya *et al.*, 2020; Permana *et al.*, 2021).

The study will focus on the importance of TQM as a strategic tool in providing quality service to land claimants. Customer satisfaction is a goal for every organisation, in particular a public institution such as the Commission on Restitution of Land Rights, which renders services to claimants.

Quality of service delivery at the CRLR depends on the satisfaction of claimants and the quality of service can be achieved through the implementation of TQM. Quality of service can be defined as a comprehensive customer evaluation of a service and the extent to meet customer expectations and provide customer satisfaction (Heizer & Rander, 2011).

2.2.1 The nature of total quality management

Total quality management is more focused on the continuous improvement of operations from top level management that formulates policies and strategies, to lower-level management that puts systems in place to implement the strategies developed. In addition, the ideas and plans of employees can be integrated into the decision-making systems of an organisation. Fetzgerald (2009) and Sutirna (2020); indicate that TOTAL (everyone from top to lower management is involved in) QUALITY (continuously improving service to customer) MANAGEMENT (with data and profound knowledge). The term total quality management can simply be defined as the following: Total (every unit in the Commission on Restitution of Land Rights), Quality (involved in delivering excellent service) Management (by planning, organising, leading and controlling human resourced).

According to Pries and Quigley (2012), TQM is the approach of choice when an organisation or a part of an organisation desires to perform a total overhaul of the complete system. The underlying principles of TQM are to do what is right, from the right beginning and at all times (Lagrosen & Lagrosen, 2019). TQM has been recognised as a successful management philosophy in the manufacturing industry of services (Beresky, 2017); however, there is limited research on the importance of TQM in a public organisation, particularly public organisations rendering service to land claimants. Mosadeghrad (2013) indicates that TQM will not succeed unless rooted in a supportive environment, supportive leadership, quality culture and appropriate structure; however, Padhi (2014) urges that a philosophy of quality has been created from the constructs of improvement of initiative, leadership, design and planning.

TQM has emerged as a successful tool for companies to be efficient and efficiency when implementing changes in the workplace environment. It is necessary to systematise and develop a set of methods that are in line with the TQM system to be able to identify the requirements and expectations of customers also to respond quickly to identify requirement (Topalovic, 2014). A successful TQM as indicated by Merih (2016), requires the full cooperation and commitment from

top level management, middle level management, and lower-level management to subordinates in the Commission on Restitution of Land Rights. Evans and Lindsay (2016) maintain that TQM has changed the way companies view customers, human resources, service and manufacturing processes.

CRLR needs to know that when adapting this kind of a tool being total quality management, it is not only for the benefit of customer satisfaction, but also the well-being of organisational culture. Culture plays an important role when it comes to the success of TQM. According to Akrani (2012), organisational culture should be modernised continuously on a daily basis in order to encourage employees' feedback, which will ensure the comfort of employees towards their allocated work. For the Commission on Restitution of Land Rights to assess themselves and describe what actions should be taken to achieve and see how effective TQM is implemented, a framework is needed, and the new TQM model provides a simple framework for excellent quality performance and covers all necessary aspects of an organisation (Arikkok, 2017).

Total quality management has different description from various authors and the description is presented in Table 2.1.

Table 2.1: Total quality management description

AUTHOR	DESCRIPTION
Bedi (2010)	A set of systematic activities carried out by the entire organisation to effectively and efficiently achieve company objectives to provide services with a level of quality that satisfies customers, at the appropriate time and price.
Grigoroudis and Siskos (2010)	A management approach for an organisation centred on quality, based on the participation of its entire membership and aiming at long-term success through customer satisfaction and benefits all members of an organisation and the society.
Besterfield <i>et al.</i> (2011)	Both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organisation.
Pries and Quigley (2012)	The approach of choice when an organisation or a part of an organisation desires to perform a total overhaul of the complete system.
Marih (2016)	A set of management practices throughout an organisation geared to ensure an organisation consistently meets or exceeds customer requirements.

Kiran (2017)	An integrated organisational approach in delighting both external and internal customers by meeting their expectations on a continuous basis through everyone involved with an organisation working on continuous improvement in all services and procedures, along with proper problem-solving methodology.
Watts (2020)	Define it as a management approach that provides unparalleled customer satisfaction through the constant delivery of quality service, seeking to provide long-term success.
Mehta (2021)	A management philosophy that prioritises customer satisfaction through the improvement of the organisation's performance and co-ordination of various processes in all business units.

This study is in line with the description by Grigoroudis and Siskos (2010), analysing TQM as a management approach for an organisation centred on quality, aiming at long-term success through customer satisfaction, and benefiting all employees and management of an organisation and society (land claimants). Mohamed and Siraji (2021) state that TQM is defined through the lens of customer satisfaction and, in that case, the best way to long-term success is by providing high quality service that meets customers' needs and that is the main idea behind the TQM elements approach.

Most organisations apply traditional quality aspects instead of total quality, and Molis (2018) argues that in traditional quality, employees are instructed by superiors of the organisation on what to do based on the objectives and short-term goals, while total quality involves all members of the organisation to focus more on continuous customer satisfaction when pursuing its long-term goals. CRLR should focus on the total quality rather than the traditional view of quality, and the differences between the two are presented in Table 2.2 below.

Table 2.2: Traditional view of quality vs. Total quality

Traditional view of quality	Total quality
Productivity and quality are in conflict.	Result of quality improvement is based on lasting productivity gains.
It is defined as meeting customer satisfactions only.	It is defined as meeting customer satisfactory needs and exceeding customer expectations.
Quality is measured by establishing an acceptable level of non-conformance and measuring it against that benchmark.	Quality is measured by establishing a high-performance benchmark for customer

	satisfaction while continuously improving performance.
Shortcomings are expected when producing services.	An effective control system is used to prevent shortcomings.
Quality is a separate function in an organisation.	Quality should be a unified function throughout an organisation
Employees are accountable for poor quality.	Management is accountable for at least 85% of poor quality.
Short-term supplier relationship and is cost driven	Long-term supplier relationship and it is quality oriented.

Source: Botha (2012)

The above table indicates that the measurement, implementation and philosophy of the traditional view differ from total quality management and further implies that, in traditional quality management, only the management of the organisation instructs employees regarding what to do based on the organisation's short-term goals, while total quality management focuses on long-term success, as argued by Molis (2018).

Total quality management could work only when the relevant tools are implemented. In other words, CRLR can improve its service delivery to claimants with the use of relevant elements and principles of TQM. This includes the six-sigma method, which, according to Ikumapayi *et al.* (2020) and Hanna and McLaughlin (2021) increases customer satisfaction, produces more reliable service and gives a better understanding of customer requirements. The following section will focus on the six sigma, its principle as well as methodologies.

2.2.1.1 Six sigma

Different quality approaches have been developed by various authors over the years to improve the quality of service delivered to customers, and Munro *et al.* (2015) identify those quality approaches as the quality circle approach, which was developed from 1979 to 1981 and involved only ten or fewer employees and their supervisors, followed by statistical process control developed in the mid-1980s, simply to control company processes. During 1987 it was ISO 9000 by the International Organisation for Standardisation that assisted companies with quality system development, and then the reengineering approach was developed to restructure the entire organisational process from 1996 to 1997. Munro *et al.* (2015) further explain that the quality approach established from 1988 to 1996 was benchmarking for the purpose of improving the company's performance by measuring its performance against the best-in class companies

or competitors, followed by the balanced scorecard approach, around the 1990s, to assist the managerial level in monitoring their performance. Then came the six-sigma approach, which this entire section will be focused on, and it was developed in 1995, according to Munro *et al.* (2015), while Merih (2016) diverged that six sigma was established in the 1980s.

Six sigma is a set of statistical tools adopted within quality management to construct a framework for improvement processes (Voehl *et al.*, 2013; Merih, 2016). Merih (2016) further indicates that six sigma has evolved to become an extension to total quality management. Six sigma, as defined by Tewari (2016), is a well-organised, data-driven approach and methodology for eliminating defects and the latest description of six sigma by Kumar (2021) is a set of management techniques designed to reduce the likelihood of errors that will lead to business improvement. The aim of TQM is to utilise resources more effectively and efficiently as well as to accomplish success in customer satisfaction through six-sigma by stabilising the pertinent resources, as indicated by Vijaya and Jiju (2015).

Table 2.3 presents the principles of six sigma by various authors that are needed at the CRLR, which will reduce error and improve organisational processes.

Table 2.3: Principles of sigma presented by various authors

Sigma principles according to various authors	Author(s)					
	Kumar (2021)	StarAgile (2020)	Rathi (2020)	Joel (2019)	The council for six sigma certificate 2018)	Henshall (2018)
Customer focus	✓	✓	✓	✓	✓	✓
Measure the value and identify variation	✓	✓	✓	✓		
Streamline the process		✓				✓
Waste reduction	✓	✓			✓	✓
Enhance collaboration within the team / stakeholders' involvement	✓	✓	✓	✓	✓	✓

Ensure a flexible and responsive ecosystem/ controlling the process	✓		✓	✓	✓	
Continuous process improvement					✓	
Reduce or remove variation		✓	✓	✓	✓	✓
Comprehending the work		✓				✓
Streamline the effort systematically and scientifically		✓				✓

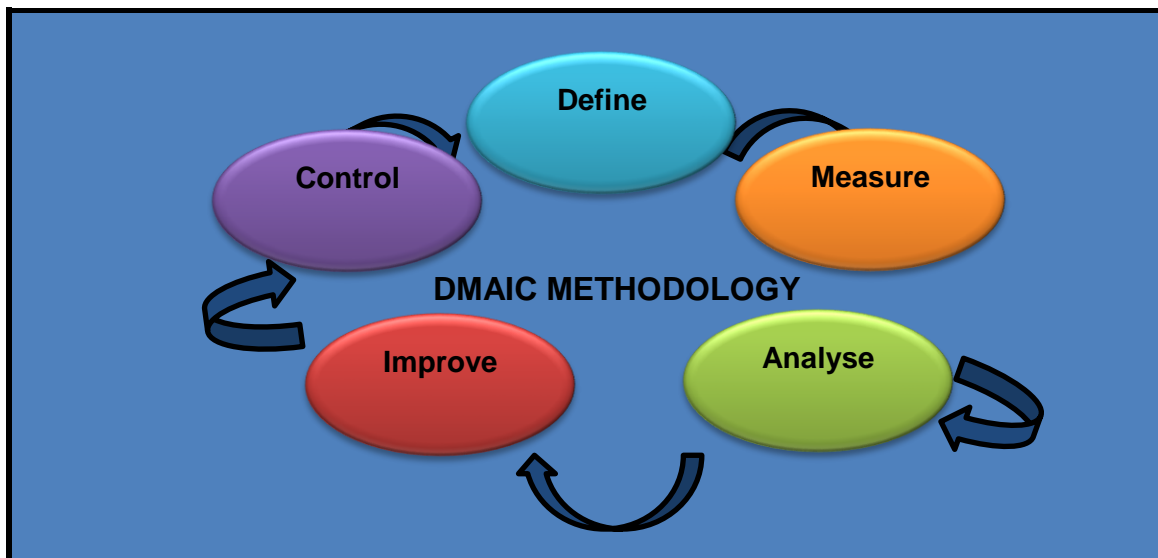
The principles of sigma are techniques that CRLR could apply for reducing unsatisfactory claimants and that will automatically increase the claimant’s satisfaction level. As further argued by Kumar (2021) that the sigma principles will lead to improvement in the organisation, in that manner the performance of CRLR employees will improve as more focus will be added to claimants and errors occurring at the CRLR will be reduced.

Voehl *et al.* (2013) assesses that six sigma should not be the only operational philosophy to improve the quality of process output by eliminating defects, but lean methodology should also be considered as it focuses on eliminating organisational waste. Lean methodology is used by many organisations to improve organisational processes and reduce waste, as reviewed by Mostafa *et al.* (2020). Voehl *et al.* (2013) and McCarthy (2020) basically imply that the combination of lean and six sigma will work very well to eliminate defects at the CRLR as they have similarities; the combination of two methodologies is well known as lean six sigma and will be further discussed in the following sub-section.

2.2.1.2 Lean six sigma

The CRLR should consider the lean six sigma method to solve existing problems to be able to reduce organisational errors and improve the organisational process. Okes (2019) describes lean six sigma as a method created to solve an existing problem whereby the root of the problem is unknown, while Kumar (2021), McCarthy (2020), and Aartsengel and Kurtoglu (2013) appraise that lean six sigma practitioners use standard methodology called DMAIC (define, measure, analyse, improve and control). The DMAIC methodologies are presented in Figure 2.2.

Figure 2.2: DMAIC: Lean six sigma standard methodology



Source: StarAgile (2020)

Step 1: Define

In this phase, the customer perspective defines the organisational problem. Also, goals are set together with the resources that will enable the achievement of organisational goals (Kumar, 2021). According to Rathi (2020), this phase simply means the organisation defines the opportunities they are looking for, the problems they are trying to fix, new organisational objectives or customer demand that they are trying to complete. The CRLR firstly needs to identify the stumbling blocks that prevent them from improving the organisational process, so that they can identify tools that will be needed to remove obstacles in the way of the RCLR improvement process.

Step 2: Measure

The analysis of data is applicable in this phase to find the roots defects in an organisational process and the focus of this phase is on data collection that sought to measure and identify the problem with the use of data collection tools (Takao *et al.*, 2017). As further maintained by Takao *et al.* (2017) this phase also determines the location of the problem, data collection, checking the reliability of data and establishing the goals and objectives of these problems.

Step 3: Analyse

Hypotheses are developed of relationships between inputs and outputs, and to validate these hypotheses made, statistical analysis and data are used (Council for Six Sigma Certification, 2018). Rathi (2020) contends that the cause of the problem must be analysed by teams to build-up possible solutions that will improve the quality service as well as the organisational process. The Commission on Restitution of Land Rights needs to analyse the stumbling blocks that have prevented them from delivering on its mandate of redistribution to claimants in four districts of the province by the cut-off date of 31 December 1998.

Step 4: Improve

CRLR (management as well as its employees) teams-up to find suitable ways to improve the implementation of organisational processes. The Council for Six Sigma Certification (2018) indicates that ideas are developed from the analysis phase to the improved phase by six sigma teams, meaning the hypothesis testing starts in the analytical phase and continues during the improved phase by selecting solutions and implementing them as teams.

Step 5: Control

The final phase is to determine whether the performance objectives and the design identified in the previous phase are well implemented and the improvements are sustainable (Kumar, 2021). The author further maintains that measurement systems to be used should be validated, the capability process should be established, and the final process should be implemented.

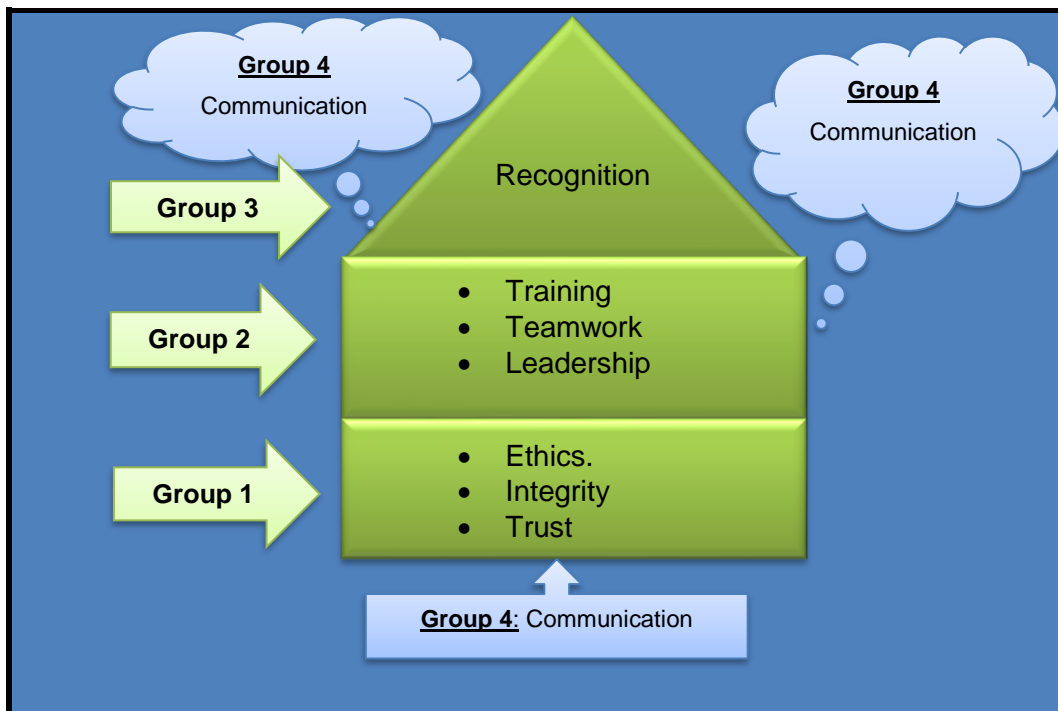
DMAIC methodology will assist the CRLR with the identification of the existing problem and most vital identify the root of the occurring problem by creating teams aiming to draft solutions that will improve the quality of service rendered at the CRLR and how to maintain it. The analysis will enable the CLRL to know the accurate techniques to apply. Management needs to instil teamwork ethos for the achievement of the five steps of DMAIC. The organisational performance improvement depends on the goals established by the leadership as their responsibility is to ensure that quality processes are implemented in the organisation (Masood *et al.*, 2013). In other words, leadership, communication and other types of TQM elements play an important role in the quality improvement process at the CRLR and these key elements of TQM will be discussed in the subsequent section.

2.2.2 Elements of TQM

TQM aims at continuous improvement progression through the management, employees, organisational culture as well as equipment, and it cannot succeed without the support of key elements of TQM. As indicated by Palmer *et al.* (2010) and Dasari (2015) TQM elements needed to be considered for a successful implementation of TQM are ethics, integrity, trust, training, teamwork, leadership recognition and communication. Arteaga *et al.* (2020) reviewed that to achieve effectiveness in the organisation, top management, middle management and lower management should be encouraged to implement TQM elements to learn to identify the mechanisms that improve organisational performance. In addition, CRLR needs to practise the TQM elements to improve organisational performance, which will lead to customer satisfaction and loyalty.

Management needs to match the elements of TQM by accessing the need of an organisation apparatus (Sahai *et al.*, 2020). Effective techniques are required according to Arteaga *et al.* (2020) and Oji *et al.* (2020), to quantify the impact of TQM elements in organisational strategic performance; also, in multi-criteria situations, the very same techniques should be able to provide important information to the organisation. TQM elements also enable innovation at the CRLR, and these key elements are categorised into four groups according to their functions, as shown in Figure 2.3: Group 1: Ethics, integrity, and trust; Group 2: Leadership, teamwork and training; Group 3: Recognition; and Group 4: Communication.

Figure 2.3: Elements of TQM



Source: adapted from Dasari (2015)

Key elements can be divided into four groups according to their functions, and Padhi (2014) identifies those groups as follow:

Group 1: Ethics, integrity and trust:

- **Ethics:** According to Padhi (2014) and Dasari (2015), a business code of ethics establishes organisational ethics. It is a guideline that all employees should practice in the performance of their work. Dasari (2015) further maintains that ethics is the discipline concerned with any bad and good situation.
- **Integrity:** The opposite of integrity is seen as duplicity and TQM will not work in an atmosphere of duplicity (Unde & Unde, 2021). The author maintains that morals, values, honesty, fairness and sincerity imply integrity.
- **Trust:** Employees as well as management at the CRLR come from different backgrounds and to some trust is not an easy thing to do, but to work openly as a team they need to trust and be honest with each other. By trusting one another, CRLR will be a pleasurable working environment. The management study guide (2021) indicates that trust among employees eventually improves a healthy relationship and helps with better decision-making, which contributes to the implementation of total quality management.

Group 2: Training, teamwork and leadership:

- **Training:** Interpersonal skills, technical skills, improvement, problem-solving skills, the ability to function within teams, decision-making and job management performance analysis are the requirements when training employees. The purpose of training employees is so that they become effective in their working environment, as formulated by Padhi, (2014).
- **Teamwork:** Teamwork is very important at the CRLR for TQM to work. The organisation will receive quicker and find better solutions to any problems (Tariq, 2011). The author urges that teamwork increases improvement in processes because that is where employees feel more comfortable bringing up problems that may occur and strategies as a team in finding solutions.
- **Leadership:** Management study guide (2021) indicates that TQM does not depend only on the efforts of employees, but also the top-level management of the organisation to formulate effective policies and strategies, which will deliver high quality service to meet the customers' expectations. At the same time, Masood *et al.* (2013) urged that leadership is more responsible for quality issues than employees. Furthermore, leadership must always provide support and encourage employees.

Group 3: Recognition:

- **Recognition:** Generally, there is no one who does not want to be appreciated or recognised. Employees at CRLR also want to be appreciated and recognised for a job well done, and management should not underestimate the need to recognise its' employees because unrecognised employees become demoralised. Demoralised employees lead to a dysfunctional organisation with poor performance. Management study guide (2021) indicates that the final element of TQM and the most important factor is the recognition of employees, which motivates employees to work hard as a team and deliver their very best.

Group 4: Communication:

- **Communication:** is a common understanding of ideas between the sender and the receiver and it acts as a vital link between all elements of TQM (Tariq, 2011), while Bhatnaga *et al.* (2012) indicate that communication is way too broad and ambiguous when described by different scholars. Bhatnaga *et al.* (2012) further define communication as an intercourse of words, messages, symbols and letters that brings about mutual understanding and good human relations. Balamurugan (2021) states that the binding mortar of all the TQM elements

is communication and the message when communicating needs to be clear from the sender so that the receiver interprets it in, the way the sender intended. Communication is one of the greatest pillars in the organisational relationship.

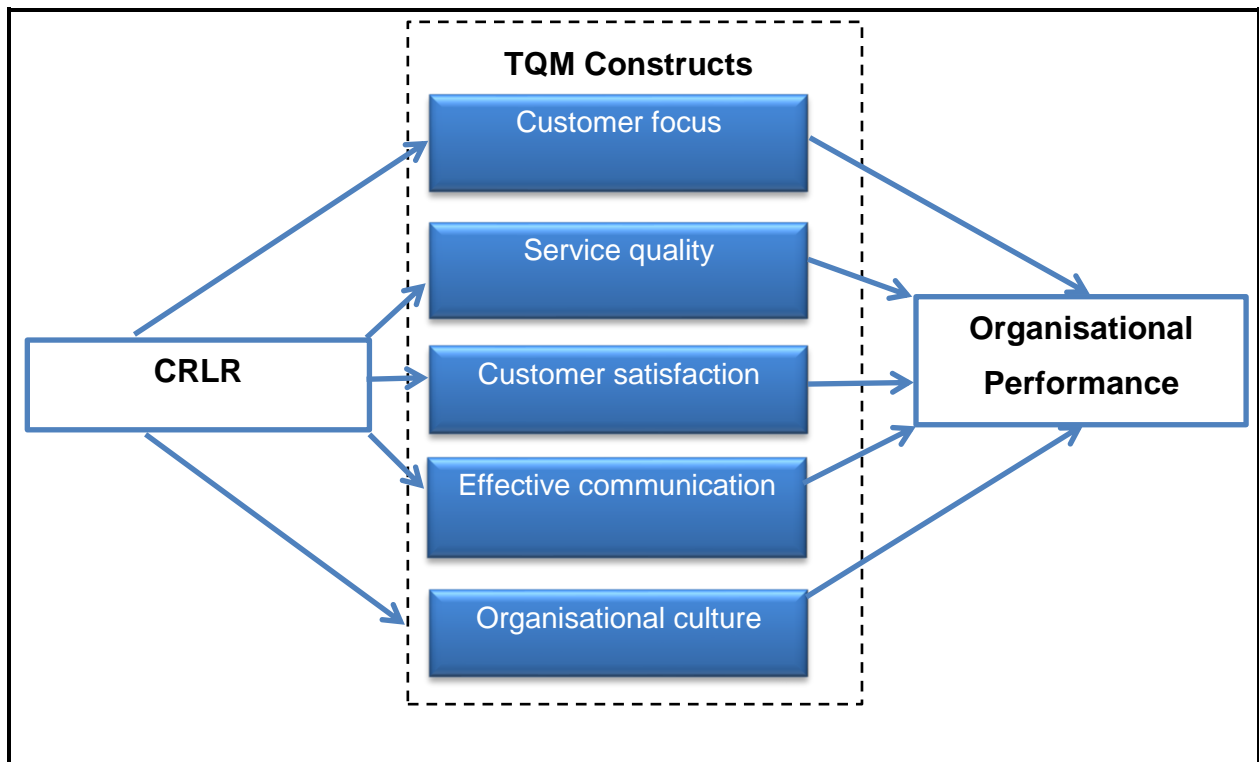
Communication is key as all the elements mentioned and the commission will not succeed without communication. For CRLR management to see all the TQM elements be successful, it needs to communicate the importance of CRLR ethics and integrity through trust among colleagues, as well as training, teamwork, leadership and recognition through communication. Elements of TQM as well as constructs of TQM will serve as a solid foundation of service quality for the CRLR, and those TQM constructs will be discussed in the following section.

2.2.3 Constructs of total quality management

TQM constructs guide an organisation in what needs to be followed to achieve the organisation's vision and mission. Aminu (2018) reviewed that TQM constructs are implemented to increase customer satisfaction and minimise organisational errors. Aminu (2018) further indicates that an organisation is better placed to benefit from TQM constructs only if that organisation has core principles centred on continuous improvement of the quality. Mohammed *et al.* (2013) and Diamandescu (2016) indicate the fact that constructs of total quality management are specified in the ISO International Organisation 9000:2005, while DeFeo (2019) maintains that integrated systems like ISO 9000 standards that allow effective and efficient TQM should be applied in an organisation. As briefly described, ISO 9000 in sub-section 2.2.1.1 is one of the quality approaches that was established during 1987 by the International Organisation for Standardisation (ISO) as a set of standardisations to assist organisations with quality system development and continuous quality management (Munro *et al.*, 2015; Kunas, 2012). The focus of this study is on TQM and not ISO, and therefore the researcher will not dwell more on ISO.

Total quality management has numerous key constructs that can move an organisation towards excellence when implemented together (DeFeo, 2019). Reynolds (2013) argues that the quality of every department is expanded by TQM, from top management to lower level employees and it enables management to adopt a strategic approach to quality. In that manner, it puts more effort into prevention rather than inspection. The Commission on Restitution of Land Rights needs to consider the adoption of TQM constructs to be able to render quality service. Figure 2.4 presents those TQM constructs needed to be adapted at the CRLR:

Figure 2.4: TQM Constructs



Source: Adapted from Gomwe (2022)

- **Customer-focus**

The main dominant TQM practice that has been enhancing quality performance, according to Adebajo and Kehoe (2001), Masood *et al.* (2013), Mark (2013), and Celsi and Gilly (2010) is customer focus, which leads to a positive impact on organisational performance. In addition, Gupta (2021) mentioned that customer focus creates a lasting relationship with customers; in particular the land claimants. At the same time, Verhoef and Lemon (2013) appraise that customer focus leads to organisations performing beyond the service delivery objectives that meet customer expectations.

Customers are the reason why CRLR exist, and therefore an organisation needs to focus on customer satisfaction by delivering quality service and maintaining customer relationship management. DeFeo (2019) states that the success of a TQM system is to understand that quality is determined by customers. In addition, Yaacob (2014) proposed that for customer focus to be successfully implemented, the organisation needs to pay more attention to customer data as it will assist them when addressing customer-related issues. CRLR needs to focus on what customers want and not what an organisation think is good for the customers.

- **Service quality**

Service quality is the second TQM construct applied and is regularly abbreviated to ServQual, according to Borie and Damanhour (2013), Apornak (2017), Fernandes and Solimun (2018), and Tamanna (2020). Tamanna (2020) maintains that service quality is one of the important tools to attain and retain customers in an organisation. Kunas (2012) argues that service quality is the first concept that must be considered for any organisation, regardless of whether it is in the public or private sector, seeking to implement a service management system (SMS). Nandan (2010) indicate that service quality has been viewed by various authors as a construct that determines the level of customer satisfaction, but Miklós *et al.* (2019) considered the SERVQUAL model as a multidimensional construct to measure both the quality of service being rendered and the level of customer satisfaction in the organisation.

The effect of service quality regarding customer loyalty can only be interceded by customer satisfaction and that simply indicates that the CRLR needs to ensure that it pays more attention to how it constructs and improves the quality of service offered to land claimants, appraised by Fernandes and Solimun (2018).

Customer satisfaction as the third construct in this study will be discussed in the following subsection, and many authors, such as Miklós *et al.* (2019) and Nandan (2010) have indicated that customer satisfaction is determined by the quality of service rendered in the organisation.

- **Customer satisfaction**

Topalovic (2015) contends that TQM is applied world-wide by many companies as one of the important techniques of quality improvement and the quality of service can be assessed by measuring customer satisfaction, which leads to customer loyalty and customer satisfaction, which is the third construct applied in this study. The organisation should provide huge opportunities for customers to give feedback because those suggestions can be utilised in the organisation as quality improvement when implementing a customer-focused strategy and that will also improve customer satisfaction, indicated by Yaacob (2014).

Customer satisfaction is measured through the quality of service rendered by the organisation (Atiyah, 2017). Stainnow (2011) reviews that factual decision-making is significant to ensure

customer satisfaction, employee management and overall increased operations within an organisation. Stainnow (2011) further indicates that there are five steps in the factual approach to decision-making, and those steps are as follows:

- Measurement and data collection applicable to specific objectives should be taken to begin the decision-making process.
- Ensure that accurate data is reliable and accessible to involve parties in the decision-making process.
- Ensure effective overview of facts by analysing data using binding procedures and methods.
- Be aware of the importance of applied statistical techniques within decision-making processes.
- Take appropriate action by implementing decisions based on the valid analysis balanced outcome with knowledge and insight.

Customer satisfaction has a greater impact on the loyalty of customers towards an organisation or how customers view the quality of service rendered by an organisation, and customer satisfaction can be achieved at CRLR by providing customer expectations above the level expected by customers as well as taking factual decision-making when implementing TQM.

- **Effective communication**

Effective communication comprises strategies and plays a large part in maintaining morale and motivating employees at all levels during organisational change (Wagh, 2017). Rougan (2015) states that all organisations need effective communication, regardless its size and nature and the author further indicate that TQM depends on communication that flows in all directions and TQM will not work without effective communication. García *et al.* (2018) maintain that employee involvement is one of the key factors when enhancing job satisfaction, and management needs to focus more on job and individual characteristics to be able to increase employees' job satisfaction, which will automatically lead to or increase customer satisfaction.

The communication construct is very important as it is involved in all other TQM constructs; for example, the CRLR cannot focus on customers without the communication of employees; top management level cannot make decisions without involving or communicating with the involved

parties; or the continual improvement at the CRLR will not happen without any communication amongst employees and claimants

- **Organisational culture**

Achieving an organisation's vision, mission and goals is the strategic and systematic approach of quality management (Wagh, 2017). Strategic planning is crucial at CRLR for management together with the employees to jointly come up with a strategy on how to achieve an organisation's goals. Rougan (2015) points out that parties need to understand the vision, mission, objectives, policies, principles and processes of an organisation. Continuous improvement is a sign of teamwork as well as cross-functional process management in an organisation, and it attains, maintains and improves organisational standards (Knein *et al.*, 2020).

The involvement of total employees (from top management level, middle management level to lower management level) will bring better communication and co-operating team relationships among them and will also increase quality improvement and productivity at the CRLR. Total employee is one of the key constructs that leads to achieving CRLR goals without any obstacles, but even when the obstacles occurs, it will be easier to resolve it as a team focusing in one goal. In addition, it will enable the CRLR to focus on customers by achieving its vision, mission and goals to increase customer satisfaction.

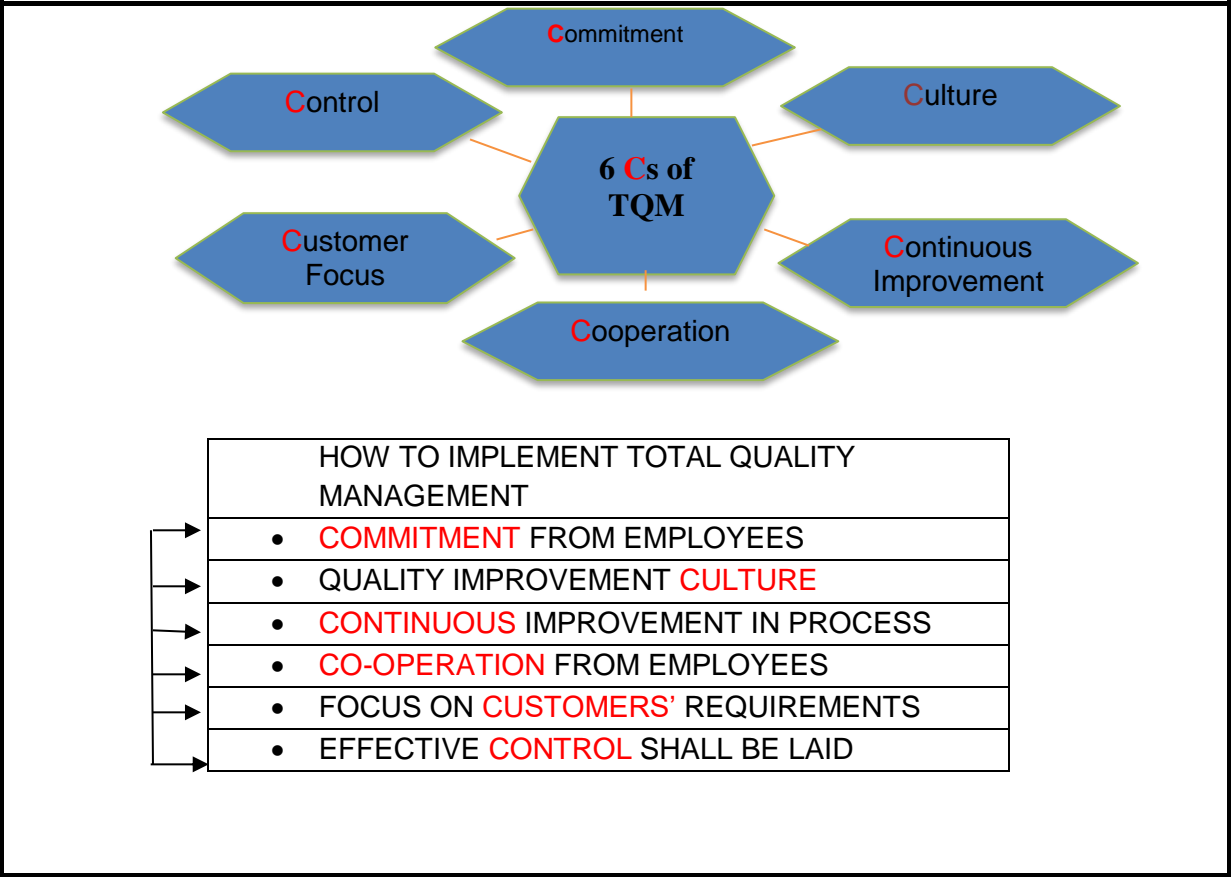
Constructs of TQM have been categorised as the 6Cs of TQM and will be discussed in the following sub-section as presented in Figure 2.5.

2.2.3.1 The six 6Cs of total quality management

Katyani (2012) and fellow authors reviewed other principles of TQM and categorise them as the 6Cs of TQM. Egwunatum *et al.* (2021) indicate that poor quality of service is caused by a lack of strict compliance with TQM principles in the organisation. In addition, Egwunatum *et al.* (2021) state that the implementation of TQM principles at the CRLR will lead to quality of service and the indication by Halpiah *et al.* (2021) is that the TQM system serves to complement the demand of customers' quality service requirements by achieving the desired quality service from the organisation.

The 6Cs, as illustrated in Figure 2.5, consist of commitment, culture, continuous improvement, cooperation, customer focus, and control. In addition, customer focus and continuous improvement from the 6Cs of TQM have already been reviewed under the above section of TQM principles, but will also be discussed, as it forms part of the 6Cs of TQM.

Figure 2.5: Diagram of 6Cs of TQM



Source: Katyani (2012)

• **Commitment from employees**

A management that is committed to providing long-term organisational support must participate in the quality programme (Besterfield *et al.*, 2011). Ahad *et al.* (2021) maintain that full commitment from employee can only be obtained through emotional intelligence, because employees' attitudes direct the emotional intelligence towards good productivity in the Commission on Restitution of Land Rights.

- **Quality improvement culture**

Quality improvement culture in the organisation is significant in that it encourages employees to be active in the effective administration of allocated work according to Katyani (2012), and the author further indicated that the culture of an organisation needs to be taken seriously and be efficient daily and employees are encouraged to give feedback continuously. Mosadeghrad (2014) points out that to make the implementation of TQM successful, a supportive environment culture and management are required, as well as a strong organisational infrastructure. El Safty (2012) identifies five focus areas that can contribute to creating a quality culture:

- A view stating that “we participate as a team”
- Communicate honestly and openly
- Access to information
- A focus on organisational process and
- Having the knowledge that all the organisational failures and successes are merely a learning experience.

According to Bedi (2010), there are five stages of quality culture, namely the dormant, awakening, grouping, action and maturity stages and are discussed as follows:

- Dormant stage

In this stage of an organisational quality culture, there is no evident interest in becoming involved in quality or anything related to quality and management thinks that things are fine as they are. Everyone in an organisation is in their comfort zone with the organisational situation.

- Awakening stage

This stage is whereby the situation is not as pleasant as it was during the dormant stage because conditions have changed radically.

- Grouping stage

Teamwork is needed in this stage as the crisis has occurred and something must be done. When crises occur, very few top management personnel really know exactly how-to bring quality into the activities, because, at some point, there might be nothing wrong with the methods they apply but how those methods are applied could be the problem. Those methods are used as general strategies to improve the performance of the organisation in the quality field, without first studying the situation properly.

- Action stage

Gradually it dawns that the input applied in the form of trendy methods and approaches has only generated marginal results. It is then that management realises that measures of quite a different character are called for. This requires a strategic plan for the development of activities, followed by their implementation.

- Maturity stage

A clear focus on customers is a natural part of the operations in this stage and integrated into everything that is done in the organisation. The focus is upon the customers because now the organisation has realised that customer satisfaction is key when implementing TQM in an organisational culture.

- **Continuous improvement of processes**

Lotich (2016) states that continual improvement drives an organisation to be both analytical and creative in finding ways to become more competitive and more effective at meeting customers' expectations. When the Commission on Restitution of Land Rights process continues to improve, that shows commitment and determination of the management and employees in customer satisfaction.

- **Cooperation from employees**

Cooperation from employees in the CRLR strengthen a good working relationship with management. That will only be obtained when management involves employees to have an input and participate in decision-making towards the achievement of an organisational vision and mission. Besterfield *et al.* (2011) maintain that TQM is the challenge for the whole organisation, meaning it is everyone's responsibility to be cooperative and effectively involved.

- **Focus on customer requirements**

The focus on customer requirements is significant in building a lasting relationship with the customers and the CRLR needs to recollect that customers are part of the organisation and not intruders; they are not a disruption to employees but the purpose to their work. Therefore, customer desire and satisfaction must be prioritised in the organisation.

- **Effective control shall be laid down**

Effective control for monitoring and measuring the real performance of an organisation needs to be taken seriously and if TQM implementation is to function appropriately, then the documentation, procedures and awareness of current best practice are important (Sharma *et al.*, 2014).

The principles deliberated above indicated criteria to follow when considering TQM systems at the Commission on Restitution of Land Rights; the sub-section also reviewed other principles that were categories as the 6Cs of TQM by Katyani. Through the application of TQM principles, the CRLR will benefit productivity and a high level of customer satisfaction and those benefits of applying the TQM system will be discussed in the subsequent section.

2.2.4 Benefits of total quality management

Thoughtful implementation of TQM principles at the CRLR will provide a productive strategy for the greater benefit of the organisation, and Lalita (2020) mentioned that the organisation's top management needs to achieve the benefit of the TQM practices in the service delivery process and eventually convert it into positive results of the CRLR's performance. In addition, when the CRLR applies the above-mentioned TQM principles, it will achieve greater benefits and these benefits of TQM are described by Defeo (2019) and Wagh (2017) as follows:

- Improve customer satisfaction.
- Resolve problems way before they occur.
- Resolution towards problems occurring during operations.
- Improve the morale of employees.
- Improve teamwork in an organisation.
- Improve performance of suppliers.
- Increase productivity within the organisation.
- Create continuous improvement.
- Create a positive organisational culture.

Through the benefit of TQM, the CRLR will have a healthier working environment when employees are satisfied at the workplace due to the teamwork spirit among the top, middle and lower management at the CRLR, also because employees are being recognised for their job well-done as it improves their morale and motivates them to be effective and efficient. In addition, employees' satisfaction spontaneously improves customer satisfaction due to a productive and positive organisational culture.

The benefit of total quality management has been discussed, as illustrated in Figure 2.1, to show that CRLR will have some serious challenges if it fails to implement TQM elements and principles, as well as lean six sigma, and reasons for failure of TQM implementation will be discussed in the following sub-section.

2.2.5 Reasons for failure of TQM implementation

TQM implementation is one of the important factors for the effective and efficient improvement of organisational productivity (Gharakhane *et al.*, 2013), but the implementation of a TQM system could lead to failure when it is not planned and executed well. Suleman and Gul (2015) maintain that the effective implementation of TQM in an organisation has become a key concern to management, employees, customers and suppliers who work in an organisation. The reasons for the failure of TQM are explained as follows by Mosadeghrad (2013) and Wehbe (2017):

- **Organisational culture**

Management is an organisational driver that drives an organisation to its vision and goals, meaning when management loses its focus, the whole organisation is lost. Management needs to first know and understand the TQM system before it can expect employees, middle and front-line managers to excel in the TQM system. Mosadeghrad (2013) states that TQM efforts such as poor strategic planning, inadequate resources, poor communication and poor organisational culture are linked to the management of TQM change; while Ali and Anwar (2021) argue that trust, recognition of employees and positive work culture contribute positively towards the organisational and increase employees' performance positively.

- **Lack of commitment and involvement from the top management**

Top management's commitment and involvement play a key role in the implementation and reviewing of TQM programmes, which implies that top management should not be based at the top level but should be working with the senior personnel at the customers' premises to show how they value and focus on their customers (Tzempelikos, 2015). Committed management shows great leadership and the involvement of the top management will enlighten the implementation of TQM as they provide the corporate resources for its implementation. Illiterate TQM and poor communication between management and subordinates are the main motives behind the lack of commitment and involvement of top management to TQM.

- **Lack of commitment and involvement from the middle and front-line manager**

Top management should involve middle managers in the decision-making and implementation of TQM so that they can act as change facilitators (Mosadeghrad, 2014). Top management would find it difficult to execute work without involving the middle and front-line manager. Tsai and Young (2010) state that a lack of commitment is caused by fear in most aspects.

- **Lack of commitment and involvement from employees**

TQM systems do not involve only the management at the CRLR but should also involve employees. According to Mosadeghrad (2013), lack of employees' commitment is the main threat to the success of the organisation and a common understanding of quality among employees should be created at the CRLR and involvement of employees should be done to maintain the quality momentum.

- **Inappropriate planning**

Proper planning is needed before the initial plan could be organised, controlled or even led by the CRLR. Mosadeghrad (2013) indicates that long-term planning is needed for successful TQM implementation, and proper planning can overcome many TQM implementation problems. The author maintains that quality goal settings, action plans, staffing, defining roles and responsibility are very important for TQM success. The vision, mission and values of the organisation need to be considered during the initiation of a proper plan (Sadikoglu, 2014).

- **Poor justification for TQM**

The significance of the implementation of the TQM in the CRLR should be presented more by top management, for middle management as well as subordinates to take TQM system seriously. Wagh (2017) argues that little attention is given to TQM in terms of financial and human resources because most organisations do not involve quality during the strategic planning; therefore, in that manner, CRLR should adopt TQM not because it was forced to do so, but because it sees the necessity to so. CRLR should adopt TQM as a strategy to improve processes and procedures in providing quality services.

- **Lack of vision and clear direction**

Management is to create a vision of a better future for the employees and communicate it effectively to them and work jointly towards its achievement. Clear vision and communication need to be articulated to employees by CRLR management. Lack of vision reduces top, middle and lower management's willingness to take risks.

- **Unsuccessful previous organisational change**

The previous failure of organisational change influences the attitude of employees towards an organisation. It leads to employees losing trust in organisational change effectiveness and having uncertainty towards future change programmes, but positive experiences of employees with previous change programmes encourage their commitment.

- **Poor quality structure**

For TQM implementation to succeed at the CRLR, the quality of organisational structure is also essential and should be prioritised by management. The quality of organisational structures requires the determination of activities to be performed and the responsibilities association with the activities determine communication channels as well as internal job relations.

- **Lack of proper training**

Proper training is needed not only for management but all employees at the CRLR. Proper controls and procedures should be employed to avoid miscommunication. For TQM implementation to succeed, it requires management as well as employees of CRLR to have the

appropriate knowledge and skills in the field of quality management. Proper training forces employees to possess the adequate knowledge and skills in performing their jobs as well as to possess specific values and skills associated with TQM issues and activities.

- **Lack of employee motivation and satisfaction**

Lack of employee motivation is the reason why TQM implementation fails because employees should be appreciated rather than reprimanded. Management systems need to be used to improve the quality of an organisation without condemning the work of employees.

- **Poor employee empowerment**

Empowerment of employees should be taken seriously at the CRLR, as it motivates and encourages employees to better their quality of work. Empowerment improves employees' self-esteem to solve problems (Mosadeghrad, 2014), and it goes along with supporting systems from top management as well as accountability of employees for their decision-making.

- **Lack of an efficient recognition and rewards programme**

Employees should be rewarded for meeting deadlines, but regulations should be applied on meeting quality standards. Providing incentives to employees who have performed well will encourage employees and sets the stage for long-term results.

- **Poor teamwork**

Teamwork plays an important role in the implementation of TQM. A proper team at the CRLR will allow employees to brainstorm collectively and that will increase successful problem-solving and to arrive at solutions more efficiently and effectively. Wehbe (2017) indicates that unity and loyalty in the workplace are motivated by teamwork, it provides the diversity of creative thoughts, problem-solving approaches as well as great learning opportunities.

- **Difficulties in changing organisational culture**

TQM will only succeed when it is rooted in a supportive organisational culture and a corporate culture of quality needs to be developed. A corporate culture of quality involves the support from

top management, teamwork, motivation, building and enhancing trust, pure communication, proper planning and training, and equitable compensation. Proper training and education provide a good foundation for organisational culture change required for TQM implementation.

- **Communication barriers**

Negative assessment should immediately be communicated to top management at the CRLR and should not be ignored right from the beginning. Effective communication is key for the success of the TQM.

- **Lack of proper process management**

For TQM implementation to succeed, it depends on developing effective and efficient procedures, understanding customers' needs and expectations, understanding and improving processes, determining crucial procedures, clarifying standards and monitoring quality activities (Mosadeghrad, 2014).

- **Lack of customer focus**

Customer focus is when the organisation meets the needs and expectations of current and potential customers by understanding exactly what customers need and then delivering perceived value to them. But when the organisation does not focus on the needs of customers, then how will they know which perceived value to deliver? This co-creation is built on DART (Dialog, Access, Risk benefits and Transparency) and is the joint creation of value by the organisation and the customers, which leads to a better understanding of customer needs and expectations.

- **Lack of monitoring and evaluation system**

Monitoring and evaluation of TQM systems are key as they will have an idea of any progress or deterioration of TQM at the CRLR. It is top management's responsibility to continuously monitor TQM to ensure that it is fully institutionalised throughout an organisation.

CRLR needs to look at the above-mentioned criteria to check whether they are applicable to the organisation, and if they are, that basically means the organisation is in great danger and is far from implementing TQM approaches. The organisation should focus more on TQM

implementation rather than paying all attention to increasing profit margins; however, CRLR is a public institution that is not a profit-driven institution but is expected to utilise state resources effectively for the benefit of the public. The implementation of TQM approaches will reproduce the quality of service at CRLR, and the next section will discuss the service quality methods and its dimensions, as shown in Figure 2.1.

2.2.6 Service quality

A service quality model was developed and implemented by the three American marketing gurus, namely Zeithal, Parasuraman and Berry between 1983 and 1988 to measure and capture customers' experienced in-service quality (Kobirazzaman, 2020). According to Kansra and Jha (2016), there are 19 service quality models developed in the past by various researchers. Ledimo (2015) describes service delivery as the actual delivery of a service to the customer. However, Naiko *et al.* (2012) argue that service quality is an approach to managing business processes to ensure full satisfaction of the customer and quality of the service provided. Now the term quality has been inaccurately expressed as suitable only to wealthy or rich people, but that is just fictional.

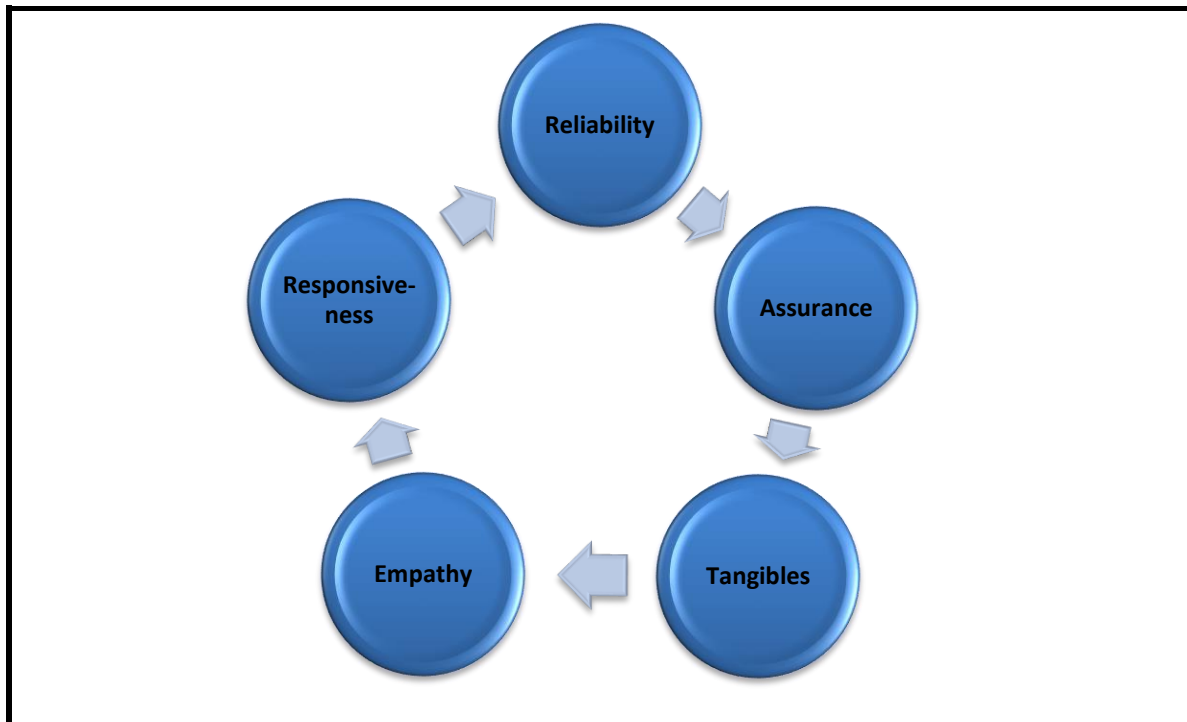
The importance of CRLR as a public institution to render quality service to the public is to measure how well a service is delivered and to check whether it matches customer expectations, also to manage organisational processes to ensure full customer satisfaction and quality of the service is provided (Naiko *et al.*, 2012; Awoke & Wollo, 2015). Service quality would not only make the CRLR unique from other organisations but will also gain claimants' loyalty, as argued by Kansra and Jha (2016). In addition, this means that the CRLR will have time to implement innovative ideas on how to continue improving the quality of service instead of spending time on solving claimants' complaints, which could have been avoided from the beginning.

The SERVQUAL model which stands for Service Quality model is a type of method in a research established to capture and analyse the consumer's expectations and perceptions on the service rendered and this model assist in bridging the gap between customer expectations and needs (Bhasin, 2022). The SERVQUAL model measure service quality through five dimensions, namely reliability, assurance, tangible, empathy and responsiveness, according to Rahman and Islam (2018), Ananda and Sonal (2017) and Nabila (2016). These dimensions play an important role at the CRLR when aiming for customer satisfaction through service quality improvement, and the

service quality approach should not only be applicable to customers who can afford to buy the service but should be accessible to every customer whether in the private or public sector.

Figure 2.6 graphically depicts the service quality dimensions to be acknowledged by the organisation for customer satisfaction.

Figure 2.6: SERVQUAL dimensions



Source: Kansra & Jha (2016)

2.2.6.1 Service quality dimensions

The SERVQUAL tool measures five dimensions of service quality that have an impact on customer satisfaction and need to be implemented by CRLR. Pukurar *et al.* (2019) and Nandan (2010) state that service quality used to have ten dimensions, and these were identified as reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibility; but later, in 1988, the framework was modified into five dimensions as tangibility, reliability, responsiveness, assurance and empathy. The five dimensions of service quality are described by various authors as:

- **Tangibility**

Tangibles are considered as equipment, machines and physical facilities used in the organisation to provide the service (Miklós *et al.*, 2019). In addition, Miklós *et al.* (2019) further mentions that a presentation of an organisation is essential for achieving quality service, meaning that at the CRLR, claimants' satisfaction relies on how employees present themselves when rendering services to the claimants (the employees' attire), and the presentation in the organisational outlets given to claimants. Hygienic offices also matter a great deal to claimants as it shows that CRLR takes its customer seriously.

- **Reliability**

Reliability is the ability to perform the promised service accurately and dependably (Ukessays, 2021). In this case, reliability simply means delivering what has been promised to claimants by the CRLR, the CRLR delivering its mission objectives without any challenges. Campbell (2017) argues that meeting promised delivery dates as well as accruing billing form part of reliability of the organisation. The loyalty of claimants depends on the reliability of the organisation.

- **Responsiveness**

Responsiveness is the willingness of the organisation or employees to render a precise, prompt and suitability service to claimants (Yarimoglu, 2014). Promptness is very important to the claimants, as it signifies professionalism and respect to claimants and that will increase claimants' loyalty. Adewoye (2014) indicates that responding promptly to emails and enquiries, picking-up calls on time and being sure to return missed calls to claimants are part of responsiveness and it shows that customers are being prioritised at the CRLR.

- **Assurance**

Assurance refers to the knowledge, courtesy and competence of the service rendered by employees to its customers as well as the employees' ability to convey trust and confidence (Shelburne, 2014). In this case, employees at the CRLR always need to show some respect to claimants and be polite when assisting claimants to earn their trust.

- **Empathy**

The provision of caring individual attention of the organisation to its customers to indicate that the organisation prioritises the satisfaction of customer needs (Ukessays, 2021). Adewoye (2014), indicates that giving care and individual attention to customer means showing some concern when interacting with enrollees and listening actively. Employees at the CRLR should be approachable and be a good listener to claimants, regardless how difficult a claimant may be.

To achieve claimants' satisfaction through the implementation of TQM approaches, CRLR must ensure that quality of service is rendered, and it can be achieved when the organisation delivers what was promised to claimants in a prompt manner and agreed duration. Also, when CRLR takes into consideration that the physical facilities well represent the organisation, the competency of service by employees is rendered with empathy. At the same time, Camgöz-Akdag and Zineldin (2010) identify their vision of the five quality dimensions as follows:

- Quality of object

This is technical quality, and that simply means what customers receive. In this case, it is the service received by the claimants, the main reason why claimants visit the CRLR.

- Quality of processes

This is the functional quality, meaning how the CRLR provides the core service to its claimants and it measures how well the organisational activities are being implemented. It includes how employees service its claimants, which includes the courtesy, promptness and attentiveness given to their needs and desires.

- Quality of infrastructure

It measures the basic resources needed to perform the services to claimants. Are there enough and accurate resources to enable the CRLR to perform its duties without any obstacles? Is the infrastructure user friendly for the claimants (elderly) who visit the organisation? Also, the resources used, are they appropriate to perform efficiency and effective service?

- Quality of interaction

Measures the quality of information exchange, e.g. the amount of time spent by employees to understand the claimants' needs, financial exchange and social exchange; whether the employees at the CRLR makes it their responsibility to understand a claimant's expectations and needs. For CRLR to have a good relationship with its customers, it needs to be transparent and share the necessary information with the claimants.

- Quality of atmosphere

The relationship and interaction process between the parties are influenced by the quality of the atmosphere in a specific environment where they cooperate and operate. Especially in poor developing countries that lack a friendly atmosphere, this explains poor quality of care. To avoid this atmosphere, an indicator should be considered very critical. It is also key for employees at the CRLR to know how to interact with the claimants because in the end, they are the reason why the organisation exists.

Five dimensions have been described by various authors using different terminology, but their expression is the same. These dimensions show that CRLR should never take them for granted as they contribute to the quality of service through TQM implementation. Service quality measurement assists management to enhance the efficiency and quality of services to achieve customer satisfaction after recognising quality problems. Ghotbabadi *et al.* (2012) indicate that, to find customer needs and service weaknesses in the primary stage of service delivery will allow the organisation to improve its service quality perception through high quality of service. The next section is basically a comparison of dimensions used in the manufacturing industry to the ones used in the service industry.

2.2.6.2 Comparison of manufacturing and service industry

Firstly, the description of a service industry by Collins (2012) is any industry that produces intangible activity or service to fulfil a client's particular need instead of producing a tangible product, while the manufacturing industry is described by Levinson (2018) as an industry that creates products from either raw materials or components and then transforming them into a finished products that will be sold to customers at the marketplace. Heizer and Render (2011) present the difference between the dimensions of quality in the manufacturing and service industries in Table 2.4:

Table 2.4: Manufacturing industry vs. service industry

Manufacturing industry	Service industry
Features	Courtesy/ consideration
Reliability	Reliable to customer needs
Durability	Punctuality
Performance	Consistency
Conformance to specification	Tangible factors
Serviceability	Atmosphere

Source: Heizer & Render (2011)

Table 2.4 indicates that the manufacturing industry is based more on physically features, and the service industry is focused on the courteous of the service performed, manufacturers delivering products at the agreed upon duration, while punctuality plays an important role in a service industry. Harris (2021); Lee *et al.* (2014); Forsman (2011) mentioned that a service industry provides service instead of producing goods, and consumption of the service often takes place while it is in generation. Harris (2021) furthermore reviewed that intangible services that may not be easily identified are provided in the service operation. In addition to that, Ali (2021); Benedettini *et al.* (2015) indicated that in the service industry, there is a greater probability to fail rather than in product sales, and therefore, according to Kiani *et al.* (2020), Shamim *et al.* (2016); Soinio *et al.* (2012) innovation is one of the value-added means that can succeed in the survival of the service industry. This is because the organisation is a public institution with a primary objective of rendering services to the community - in this case to the land claimants. CRLR is considered a service industry, and therefore the TQM tools and service quality dimensions should be key factors of the organisation.

The nature and history of the Commission on Restitution of Land Rights will be discussed in the subsequent sub-heading, as illustrated in Figure 2.1, and this is to provide a comprehensive understanding of how the Restitution of Land Rights Act 22 of 1994 is applicable to land claimants and on how TQM can benefits land claimants.

2.3 CRLR in South Africa

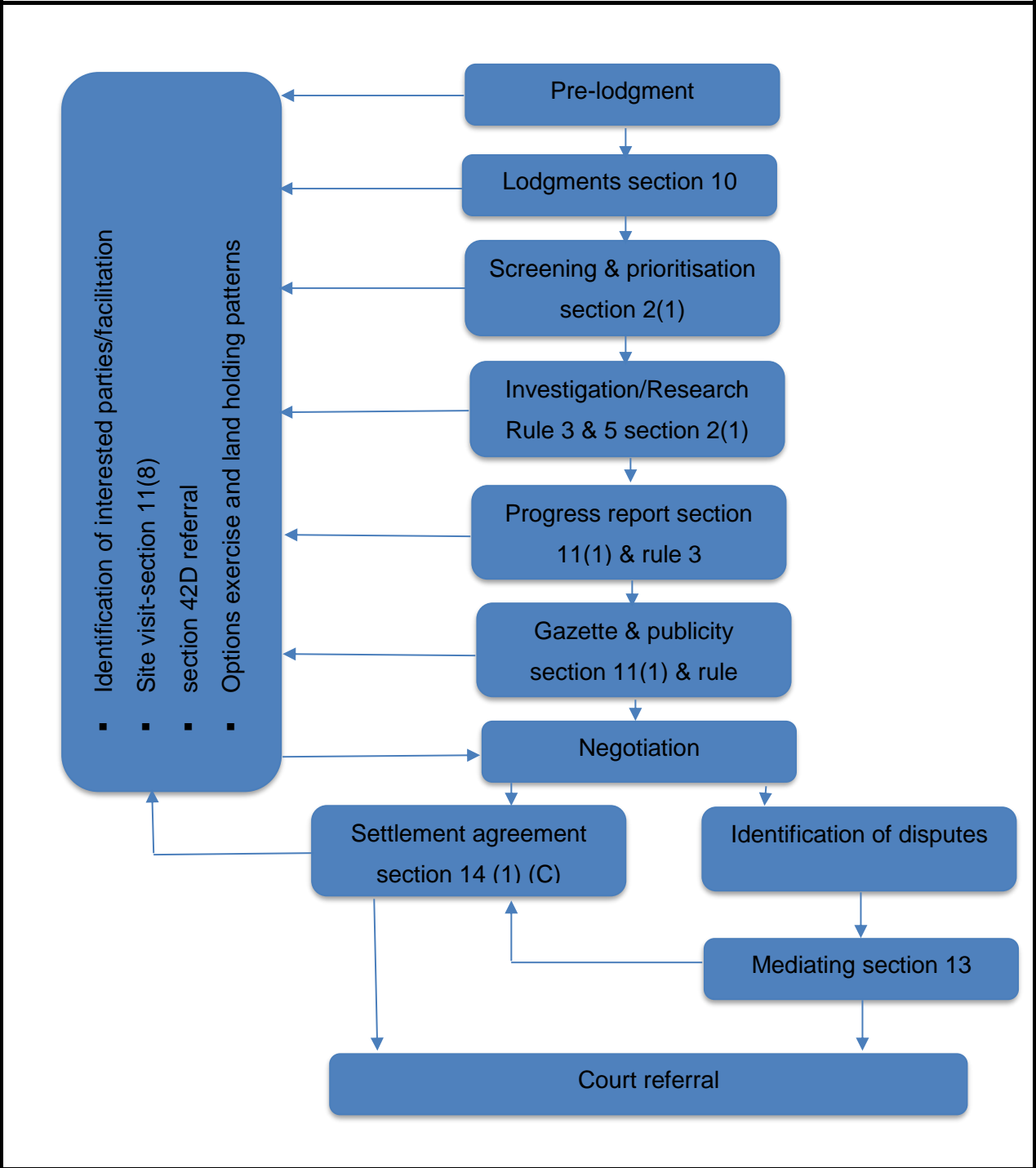
The Commission on Restitution of Land Rights (CRLR) is a commission that reports to the Department of Agriculture, Land Reform and Rural Development (DALRRD), guided by the restitution of land rights act 22 of 1994. The Restitution of Land Rights Act 22 of 1994 indicates that the Commission on Restitution of Land Rights focuses on people who were dispossessed of a right to land after 19 June 1913 as a result of past racially discriminatory laws and its aims at providing effective and efficient equitable redress to victims of racially-based land dispossessions.

2.3.1 Nature of the CRLR to land claimants

The Commission on the Restitution of Land Rights was intended to be a relatively small court-driven component, targeting people who were forcibly removed during apartheid. It has been indicated by Belinkie (2015) that, at the same time, the government designed land tenure reform to provide ownership possibilities to African farmers who had worked or had other historical claims to white-owned farmland. The figure below graphically depicts the CRLR flow chart.

Figure 2.7 explains that everything starts with administrative processes whereby the claimant lodges a claim, then an official captures and screens it, after which the investigation takes place to verify the validity of a claim and, if a claim is invalid, then it will be dismissed, but if it is valid, then more restitution processes occur, including the gazette notification for affected parties if there are any (Commission on Restitution of Land Rights, 2014). Negotiation will take place with the affected parties and the CRLR to settle the agreement. After the approval and settlement of claims, it is an obligation for the claimants to register a legal entity with either the CPA (Communal Property Association) or the Trust for the Commission on Restitution of Land Rights to transfer the land.

Figure 2.7: The CRLR flow chart



Source: Commission on Restitution of Land Rights (2014)

The Commission on Restitution of Land Rights works closely with the branch of Land Tenure and Administration, as one of the Land Tenure and Administration’s function is to develop tenure reform and land rights policies. In other words, these two mentioned legal entities, namely the

Communal Property Association and Trust are established by this branch (Commission on Restitution of Land Rights, 2014). Historical background of the land claims will be elaborated on further in the following sub-section.

2.3.2 Historical background of land claims in South Africa

Land reform is probably one of the most difficult domestic policies issued to be dealt with not only in South Africa, but also countries such as Zimbabwe, Namibia and Australia, and in each of these countries, the process of land reform is incomplete. This argument is supported by Villiers (2003), Nhongo *et al.* (2020) and Santos (2020). Villiers and Nhongo *et al.* (2020) maintain that land restitution has been an ongoing process on the African continent that has delayed providing solutions to all stakeholders, in particular the claimants.

In the early 1990s, South Africa was a profoundly divided society characterised by the deep poverty of the majority of its people, high levels of inequality (in relation to race, but also gender and class), social disorder, endemic violence and severe political tensions (Parliament, 2016). According to Jack (2019) and Lahiff (2008), for almost 350 years, beginning with the first European settlement in the Cape of Good Hope in the 1650s, indigenous South Africans were displaced to make way for European settlers and at the time of South Africa's transition to democracy in 1994, race-based dispossession was more widespread than in any other African country. Parliament (2016) continues by indicating that the legacies of the past state policies loomed large, reaching back to the very beginnings of European settlement by colonial powers in the 17th century and stretching forward to 20th century policies of segregation and apartheid. Tong (2007), Besteman (2019) and Jackson *et al.* (2019) explain that black South African were not allowed to reside in or near white people's area and prohibited from being the title deed holders of the lands that whites were interested in owning. Most of the land taken from black South African were given different names and re-structured by white people and Tong (2007) maintains that black South African suffered a great deal during racial discriminatory law.

The land dispossession transpired to black South Africans due to racially discriminatory laws, which simply means that during the years of apartheid, the land was taken from black South Africans and transferred to white beneficiaries who were given the compensatory land (South African History Online, 2019). Phala (2013) and Sparks (2020) review that the 1913 Land Act started with colonisation and was the peak of the massive land and cattle robbery that also

occurred as a frictionless excise in radicalised primeval accretion under all-powerful settler colonialism. European colonialism had the greatest influence on the evolution of the South African nation-state, as maintained by Phala (2013). The Native Land Act (No. 27 of 1913) was passed to allocate only about 7% of arable land to Africans, which delimited them to own or buy land outside the reserved and leave the more fertile land to whites (Chudasama *et al.*, 2019; Mubecua *et al.*, 2021). South African History Online (2019) maintains that the Act caused a problem for black South Africans who worked on white land but had their own piece of ground. These people, known as share-croppers, had to decide between working for the white farm owners and moving to areas set aside for black South Africans.

Land restitution has been an ongoing process on the African continent that has delayed in providing solutions to claimants. In 2017, the leading political party African National Congress (ANC) proposed the new policy framework of land expropriation without compensation to attain government goals in the land sector and section 25 had to be reviewed by the constitutional review committee (Pigou, 2018 & Akinola, 2020). The slow pace of land redistribution leads to dissatisfaction by customers and put more pressure on the government, whereby the government found themselves making hasty decisions such as expropriation without compensation; such decision will simply revive the past racial discrimination practices among Africans. Claassens and Sihlali (2020), Cousins (2021) and Motala *et al.* (2021) contend that the restitution has become a crisis in its own right, as hundreds of thousands of people who lodged land claims before the cut-off date in 1998 are still waiting for their land and many claimants have died in the intervening 21 years. Claassens and Sihlali (2020) maintain that, in 2014, the Commission on Restitution of Land Rights proceeded with the reopening of new claims and received 80 000 additional claims, even though claimants who lodged before 1998 had not yet been restored to their land. Pigou (2018) and Waeterloos (2021) argue that the South African ruling party, the African National Congress (ANC) promised to redistribute 30% of commercial farmland within five (5) years, but it managed a paltry one percent by 1999 and only 9.7% by 2018, and the slow pace of reform and redistribution has generated enormous frustration.

2.4 Conclusion

TQM was defined in Chapter 2 as a tool that could assist with the improvement of quality service to land claimants at the CRLR, but the improvement at the CRLR will only happen if the involved parties (top, middle and lower management) participate in TQM implementation. TQM was described by various authors to enable readers to comprehend the term better, and Botha (2012) viewed how traditional quality varies from total quality. Techniques of six sigma were identified for the purpose of increasing customer satisfaction levels at the CRLR. This chapter indicated communication as the most important element of TQM, as it ties all the TQM elements together; in other words; trust, integrity, ethics, leadership, teamwork, training and recognition would not succeed without the elements of communication.

This chapter elaborated briefly concepts of service quality and how TQM relates to service quality model in this study. Service quality is one of the key criteria to be considered by the CRLR during TQM implementation. Lastly, the historical background of the Commission on Restitution of Land Rights was elaborated on to give a comprehensive understanding to the readers and how the land claimants benefit from the implementation of TQM also rendering quality service.

The subsequent chapter will discuss the research methodologies applied in this research and why they were preferred.

CHAPTER 3

RESEARCH METHOD

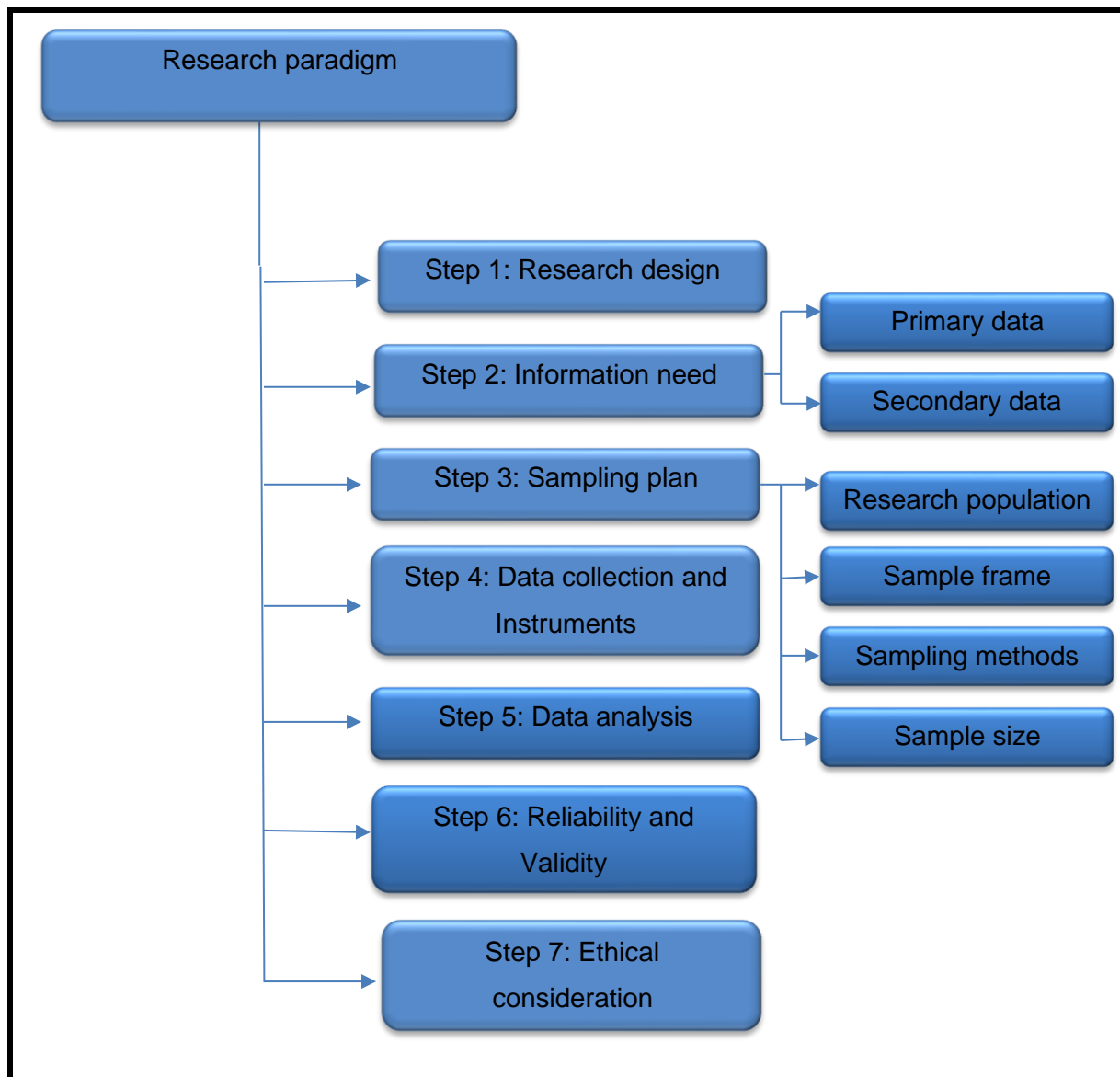
3.1 Introduction

The previous chapter discussed the theoretical background of the important integration of a total quality management system in the Commission on Restitution of Land Rights (CRLR) to improve service delivery to land claimants. The aim of this study is to establish whether total quality management can be implemented by CRLR as a strategic management tool to improve service delivery to land claimants.

Research methods are described by Mahmood (2010) as a set of specific techniques for selecting cases, measuring and observing aspects of social life, gathering and refining data, analysing data and reporting on results. Ansari (2017) indicates that research methods are methods applied by a researcher to conduct research into research topic and it aims to search for solutions to research problems using experiments, tests and surveys. According to Kilani *et al.* (2016), research methodology is the science of understanding the performed method of research or fundamental reason why certain methods are used in the research process, and it gives a clear idea of what methods to apply. Goundar (2012) indicates that research methodology seeks to inform the existence of research, what the research problem of the research is, what data has been collected, what research methods have been applied and why the researcher analyses data with some techniques. Methods are just behaviour or tools used to select a research technique, whereas methodology is the analysis of all the methods and procedures of the investigation. Goundar (2012) further states that methods are applied during the later stage of the research study and methodologies are applied during the initial stage of the research process.

As shown in Figure 3.1, this chapter presents the research paradigm, research methodology process of the research, research design, information needs, sampling plan, research instruments, data collection, data coding, data capturing, data analysis as well as reliability and validity applied to achieve the stated objectives of the research.

Figure 3.1: Research methodology process



Source: Sreejesh *et al.* (2013)

Figure 3.1 presents the layout of the research method chapter and in the following section the research paradigm will be described.

3.2 Research paradigm

Paradigm defines a researcher's philosophical orientation and has significant implications for every decision taken in the research process and tells a researcher how data shall be collected, with which research methodology and methods (Kivunja & Kuyini, 2017). According to Kuhn (cited by Fushimi, 2021), a research paradigm is common beliefs and agreements shared on how to

understand a problem and address it; a paradigm indicates a pattern such as worldview and mind-sets.

A paradigm is a theoretical framework and a belief system with assumptions about ontology, epistemology, methodology and methods (Rehman & Alharthi, 2016), and Table 3.1 below presents the types and components of research paradigm.

Table 3.1: Types and components of paradigm

Paradigm	Ontology	Epistemology	Research methods
All of the theoretical and methodological assumptions (adopted by the scientific community), that the specific research is based on	Existence theory, focused on what exists, is based on a particular paradigm and assertions about reality and truth, and it is a theory about the nature of reality	The theory is interested in how the researcher can gain knowledge about the phenomena of interest to him, namely; examination of what separates a reasonable assurance from the opinion	They include systematic ways, procedures, and tools used for data collection and analysis
1. Constructivism	Relativistic reality is socially or experimentally based, local, and specific in nature	The knowledge consists of mental structures that are surrounded by the relative agreements	Case studies, interviews
2. Interpretivism	Researcher and reality are inseparable	Knowledge is based on the abstract descriptions of meanings, formed from human experiences	Case studies, interviews, phenomenology, ethnography, ethnomethodology
3. Symbolic interpretivism	Research and reality intertwine	Knowledge is created through social interactions and their resulting meanings	Grounded theory
4. Pragmatism	The reality is ambiguous, but based on the language, history, and culture	Knowledge is derived from experience. The researcher restores subjectively assigned and objective meaning of other actions	Interviews, case studies, surveys

5. Positivism	The reality is objective and perceived	Acquisition of knowledge is not related to values and moral content	Surveys, experiments, quasi-experiments
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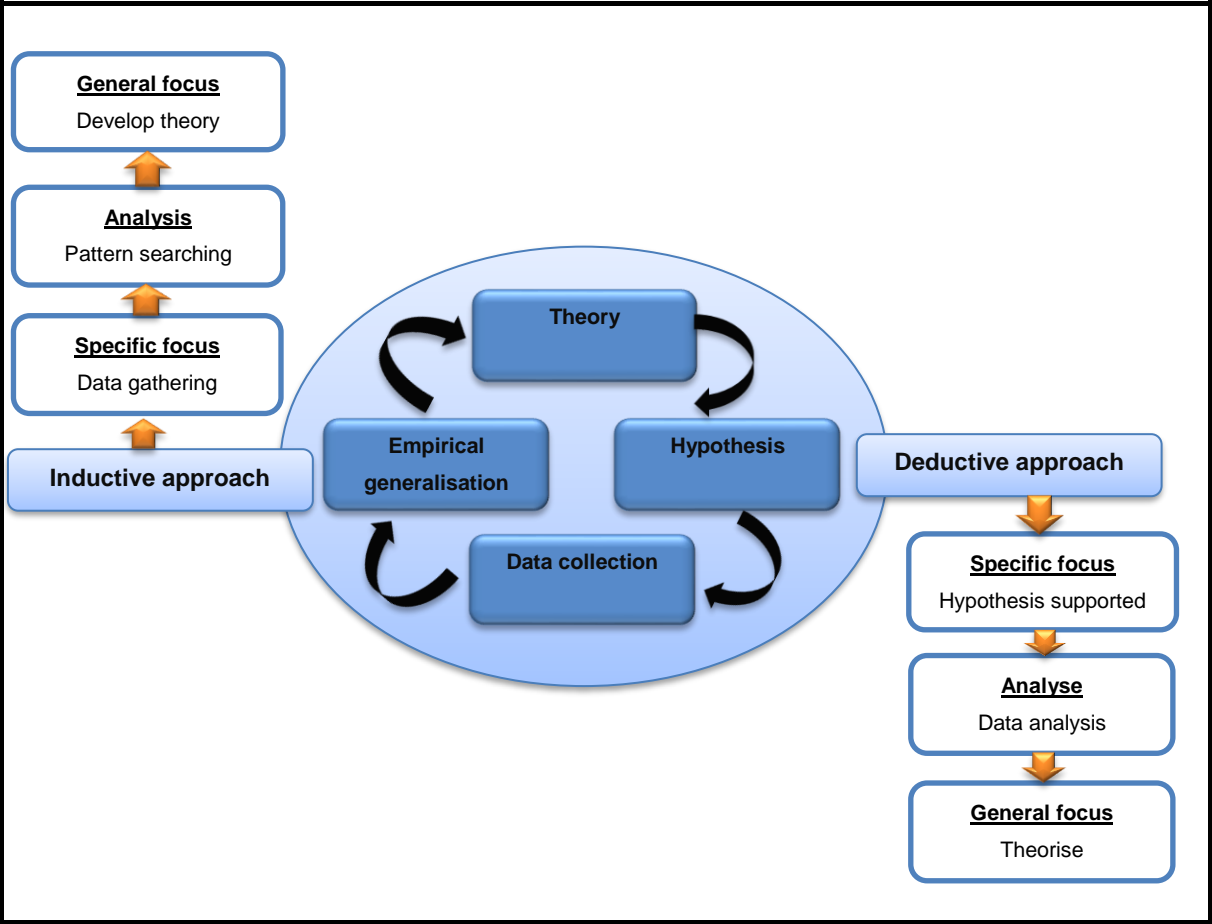
Source: Žukauskas *et al.* (2018)

The development of positivism as a model was inspired by the practical successes of natural science to understand society, as indicated by Corry *et al.* (2018). Society, in this case, are the land claimants who are clients of the CRLR. The positivism paradigm, as described by Alharahsheh and Pius (2020), strictly focuses on studying pure information and facts without any influence from the interpretation by bias of humans, which means positivism works with observable reality, which leads to the production of generalities within society.

The positivism paradigm was applicable to this study because it is the best method to answer the research objectives of the study and, according to Mehrad and Zangeneh (2019), and Mohajan (2020) this approach is associated with quantitative studies; it predicts the future by being and is precise in words also the facts are based in the object of knowledge. Nel (2016) indicates that it enables the researcher to cover a wide range of situations in a short period of time. Park *et al.* (2019) indicated that positivism is more aligned with deductive than inductive approach. In this case, the positivism paradigm was applied in the study using the deductive approach and Figure 3.2 identifies the difference between the inductive and deductive approaches.

The inductive approach starts from the data collection relevant to the research topic and concludes by developing the theory, while the deductive approach starts by using the social theory, and afterward testing its implications regarding the data, as indicated in Figure 3.2 (Tong *et al.*, 2018; Soung, 2021). The inductive approach is whereby a researcher begins her study with an observed phenomenon of interest or with unanswered questions about a particular phenomenon of interest, as indicated by Woiceshyn and Daellenbach, (2018). In addition, Woiceshyn and Daellenbach (2018) maintain that inductive research is needed for knowledge advancement as well as developing new theories.

Figure 3.2: Inductive and deductive approaches



Source: Soung (2021)

The description of the deductive approach, by Halliday (2016), is a hypothesis that is already developed from the existing theory, also refers to the researcher studying what other researchers have done and then testing hypotheses that emerge from those theories. The deductive approach develops specific facts from general facts in post-investigation, theoretical investigation, pre-theory, social science, generalisation and observation, according to Soung (2021). Table 3.2 will further elaborate on how the quantitative research paradigm relates to the quantitative research paradigm.

Table 3.2: Difference between quantitative and qualitative paradigms

Quantitative	Qualitative
Numbers are utilised as data.	Words either verbal or written, are utilised as data.
Tends to investigate the relationship between variables	Tends to develop and interpret theory as a data analysis finding.
Researcher describes the truth	Contributors express reality
Positivism relies on the deductive approach and it tends to be theory-testing	Interpretivism relies on the inductive approach and tends to be theory-generating.
Usually searches for general patterns to get average responses by reducing diversity of responses.	Discovers difference and divergence within data through patterns.
Standards are impartial or objective.	Standards are partial or personal involvement.
Can be quick to complete.	It takes longer to be completed as there is no formula.

Source: Braun & Clarke (2020); Mehrad & Zangeneh (2019)

Positivism does not always depend on quantitative methods, but it does rely on the deductive approach, and its main goal is to create explanatory relationships that eventually lead to controlling and predicting the phenomena in question (Park *et al.*, 2019). The deductive approach was followed in this study because it is more related to the positivist philosophy, as indicated by Al-Ababneh (2020), and again, the researcher intended to investigate the existing phenomena, and then test the theory, as stated previously by Halliday (2016). Qualitative and quantitative paradigms differ from one another and will be further discussed in sub-section 3.4.1. The research design will be discussed, as presented in Figure 3.1, in the following section.

3.3 Step 1: Research design

The research design, as previously described by Sileyew (2019), is an appropriate framework for the research plan and it determine how relevant the information that a study will be obtain. Farah (2021) describes research design as the condition arranged for collecting and analysing data aiming to combine relevance to the research purpose with economy in progress. The author maintains that a research design is needed because it makes research as efficient as possible

for maximal information with minimal expenditure of time and money. There are three types of research design, according to Dane (2011), and these types are discussed as follows:

- **Exploratory research**

This type of a research is a systematic scientific approach enabling a social scientist to determine whether an idea is realistic or not, and it provides ideas, hypotheses, and suggestions that might never occur to the social scientist (Bhakta, 2019).

- **Descriptive research**

In descriptive research, a researcher can describe a picture of a phenomenon under investigation, which means a researcher can only report what is happening or what has occurred (Bhakta, 2019). Villanueva (2013) posits that descriptive surveys occur where the subjects differ from one another and the researcher is interested in knowing the extent to which different conditions and situations are obtained among these subjects, while Nalzaró (2012) indicates that descriptive research gives both quantitative and qualitative descriptions of the general characteristics of the case under study, and the causes of the prevailing condition are not emphasised. The author maintains that there are different types of descriptive design and describe them as follows:

- **Exploratory descriptive design**

An in-depth exploration of a single process and variables is provided and the word exploratory refers to not much being known of the meaning, and that a survey of the literature failed to reveal any significant research in the area (Nalzaró, 2012). Exploratory research is closely related to hypothesis testing and ideas, suggestions and hypotheses that never occurred to the social scientist regarding the problem could be provided through explorative studies (Casula *et al.*, 2021).

- **Correlational design**

This design examines the relationship between two or more variables in a natural setting without any control and is also known as a non-experimental research design (Jhangiani *et al.*, 2020). The author maintains that this study has both independent and dependent variables, but the effect of the independent variable is observed without any manipulation on the dependent variable.

- **Comparative design**

Comparative design, according to Jhangiani *et al.* (2020), is whereby two or more samples of study subjects are being contrasted on one or more variables at a single point of time. Nalzar (2012) indicates that the differences in variables of two or more groups that occur naturally in the setting are examined and described in the beginning of a study.

- **Case study**

In a case study, a variety of data collection procedures is collected by a researcher over a sustained period and is an extensive exploration of a single unit of study such as communities, family groups and a very small number of subjects who are examined intensively (Nalzar, 2012).

- **Feasibility study**

This type of study decides what kind of system to be developed to benefit the need of the organisation, and in the feasibility study the alternative project evaluates the different aspects, which are financial aspects, the technical environmental and administrative feasibility (Giudice *et al.*, 2014).

- **Causal research**

The causal design measures what impact a specific change will have on existing norms as well as assumptions, and the causal effect occurs when variation is one phenomenon, as reviewed by Sacred Heart University (2020). Furthermore, conditions necessary for determining causality are empirical association, whereby a valid conclusion is based on finding an association between the independent variable and the dependent variable, appropriate time order, concluding that causation was involved, exposing of cases to variation in the independent variable before variation in the dependent variable, and non-spuriousness, a relationship between two variables that is not due to variation in a third variable (Sacred Heart University, 2020).

Descriptive research was the most suitable research design for this study because this type of research is generally relatively quick, easy and cheap to conduct (Siedlecki, 2020), while Dudovskiy (2011) indicates that descriptive research has more opportunity to integrate quantitative methods of collecting data and it consumes less time than qualitative experiments. Descriptive research also has disadvantages, and, in this case, they are that descriptive studies cannot verify the problem statement statistically, and that the collected sample from a selected large population does not represent the whole population (Formplus, 2020). Descriptive research

was applied based on the advantages and disadvantages. Therefore, information needs will be discussed as the following step in the research process, as illustrated in Figure 3.1, and it presents the primary and secondary data used in this study as data collection.

3.4 Step 2: Information needs

The information needs, as indicated in Figure 3.1 involves the primary data and secondary data applied in the study by the researcher, and this step will be discussed in the following section.

3.4.1 Primary data

Primary data is the information or data collected from the participants under the control of an investigator using interviews or self-administered questionnaires (Prada-Ramallal *et al.*, 2018). The latest description of primary data by Surbhi (2020) is that it is originated by the researcher for the first time through experience and directs efforts, especially for addressing a specific research problem. Surbhi (2020) maintains that data can be collected through surveys, observations, questionnaires, mailed questionnaires, physical testing, focus groups, personal and telephonic interviews and case studies.

There are three types of research methods which can be applied when doing primary research and those methods are qualitative, quantitative and mixed methods. These research methods will be described by various author as follows:

- **Qualitative research method**

Qualitative research involves small samples that may not be representative of the broader population, and hence it is commonly considered lightweight, it is seen as not objective, and the results are assessed as biased by the researcher's own opinion (Hammarberg, *et al.*, 2016). Aspers and Corte (2019) indicate that qualitative research focuses on multi-methods, which involve an interpretative and naturalistic approach to its subject matter, which simply means the qualitative researcher studies things in their natural settings and attempts to interpret phenomena in terms of the meanings brought by people. Kabir (2016) indicates that qualitative research uses open-ended questionnaires and interviews to collect data, and Hammarberg *et al.* (2016) maintain

that the qualitative researcher defends the integrity of her work by different means, namely trustworthiness, credibility, applicability and consistency as evaluative criteria.

- **Quantitative research method**

Quantitative research is a type of educational research in which hypotheses are tested and looks at the cause or effect, and then makes a prediction based on the interpretation of collected data; it gathers data in numerical form and can be used to construct graphs and tables (Hassan, 2014); Purwanto *et al.* (2021). Hammarberg (2016) explains that quantitative research can be dismissed as over-simplifying individual experience in the cause of generalisation, requiring guesswork to understand the human meaning of aggregate data, failing to acknowledge researcher biases and expectations in research design.

Though there is an open-ended question but for the purpose of this study more focus will be based in close-ended questions, meaning this study will be based on quantitative method rather than mixed methods. Advantages of quantitative as indicated by Devault (2020), is that It can be tested and checked, meaning the testing and checking makes data gathered by the researcher to be more reliable and less open to arguments. There are different ways to collect quantitative data and are administering survey with closed ended questionnaires, interviews, probability sampling, observation, and experiments (Kabir, 2016).

- **Mixed research methods**

Mixed methods research requires a purposeful mixing of qualitative and quantitative methods in data collection, data analysis and the interpretation of the evidence (Shorten & Smith, 2017). The researcher gains the breadth and depth of understanding and corroboration when applying both qualitative and quantitative method to the study (Foorisc, 2016). The comparison of qualitative and quantitative research is presented in Table 3.3 below.

Table 3.3: Comparison between qualitative and quantitative methods

Element	Qualitative	Quantitative
Purpose of research	Describes and understands human and social phenomena	Test hypotheses to provide descriptive information
Types of research questions	Why and what	How many and who
Assumptions about the world	Subjective interpretation	Objective reality
Settings	Natural	Experimental; laboratory
Role of researcher	Key role; reflective	Outside of the system; neutral
Size of group studies	Tends to be smaller; non-random	Tends to be larger; randomly
Selection of group	Purposeful sampling; snowball sampling; volunteers	Random or stratified sampling
Variables	Study of the whole rather than specific variables	A few variables studied; some manipulated; some controlled
Types of data collected	Interview; observational; visual	Outcomes; score
Type of analysis	Thematic or narrative	Statistical
Presentation format	Experimental format may include alternatives such as performance	Traditional format

Source: Lichtman (2014)

The quantitative research methods were applicable to this study. A questionnaire was applied as a research instrument, and close-ended questions were compiled specifically for this study, as it was the best suited method to answer the research objectives. Self-administrated questionnaires were used to collect data from land claimants, as it was convenient to collect large quantities of participants' data effectively. Mohajan (2020) characterised quantitative research as method that deals with collecting numerical data to explain a phenomenon, and tools such as questionnaires and computer software are applied to collect numerical data.

Atlan (2018) and Savela (2018) indicated that the advantages of applying the quantitative method are that relatively conclusive answers are provided to the research questions, the results are trustworthy during data collection and analysis, and the results can be generalised to an entire target group with a statistical sample size. Miller (2020) indicates that more focus can be put on facts of information when using quantitative methods and the researcher is not required to directly

observe each participant. A hyperlink containing a questionnaire and consent form was emailed to respondents; in addition, the questionnaires were hand delivered to those land claimants who did not have email accounts.

During data collection, both primary and secondary data played an important role in this study, whereby a questionnaire was applied as a research instrument to collect primary data, and the instruments applied to secondary data for this research will be elaborated on the following section.

3.4.2 Secondary data

Secondary data is any source cited for its second-hand information for a different work and it also pertains to data that has already been collected by another person for another purpose (Malijan, 2013). Secondary data is also known as collecting pre-existing textual data, according to Clifford *et al.* (2010), and is used for this study, including textbooks, websites, journal articles, audio visual resources, theses, blogs and government publications.

Table 3.4 presented the difference between primary and secondary data, and it indicated that primary data in this study is gathered by means of a questionnaire by the researcher, unlike secondary data (textbooks, blogs, theses, journals, websites, government publications and articles) that was collected earlier by other researchers, which allows the questionnaires to appear as real time data and the secondary data as previous data. Greenhoot and Dowsett (2012) describe that secondary data can be influential and efficient to address research questions and objectives regarding developmental science; it allows researchers to address all the research questions that previously lacked the resources and time to investigate.

Table 3.4: Comparison between primary data and secondary data

Basis for comparison	Primary data	Secondary data
Meaning	Primary data refers to the researcher's first-hand data gathered	Secondary data refers to data that was collected earlier by someone else
Data	Real-time data	Previous data
Process	Very involved	Very quick and easy
Source	Questionnaires, observations surveys, experiments and interviews	Websites, government publications, textbooks, journal articles, internal records,

		theses, and audio-visual records
Cost effective	Expensive	Economical
Collection time	Long period	Short period
Specific	Always specific to the researcher's needs	May or may not be specific to the researcher's needs
Accuracy and reliability	More	Relatively less

Source: Surbhi (2020)

Collecting pre-existing textual data, known as secondary data, is key as it assists in identifying the research gap that can address the current research. There are three types of research gaps, as identified by Gallouj *et al.* (2013), Tafsir *et al.* (2016), Barbaro (2017) and Miles (2017), and those gaps include theoretical, methodological and empirical gaps. Based on this study, there is a theoretical gap because there are limited studies on similar subjects relating to the effectiveness of TQM principles in public organisations, especially regarding the land restitution subject.

The following section present sampling plan as illustrated in Figure 3.1 of the research process then this section will include the sampling frame, sampling size as well as the population of this study.

3.5 Step 3: Sampling plan

Sampling is the process of selecting participants from the population according to some rules or plan based on selected measures (Suneja, 2016), whereas a sample is a representative group of cases from a population and is very important in research for its representativeness of the population and relevance to the research question of interest (Picardi & Masick, 2014). A sampling plan involves the population of the research, as well as the sampling frame, sampling method, sample size and the sample drawn in a study. The subsequent section will start by elaborating on the population of a research study.

3.5.1 Research population

Population, according to Rahman *et al.* (2022), is the total collection of elements from a group of people about which the researcher wishes to make some inferences or broad generalisations,

which means any complete group such as people, stores or sales territories. Suneja (2016) indicates that it can include all people or items with the characteristics one wishes to understand. The research population was the land claimants of the legal entities registered under the persistence of the Native Land Act (No. 27 of 1913) who are registered under the organisational database and reside in villages in Mahikeng in the North West Province of South Africa. As indicated in Chapter 1, the total number of backlogs claims in addition to new land claims lodged between 2014 and 2016 for the Ngaka Modiri Molema district.

Below indicates estimated statistics are land claims for North-West Province of South Africa:

213	(backlog lodged between 1994- 1998)
+	
<u>11 873</u>	(new claims lodged between 2014 -2016)
<u>12086</u>	Total

The estimated statistics for Ngaka Modiri Molema district:

97	(backlog lodged between 1994- 1998)
+	
<u>553</u>	(new claims lodged between 2014 -2016)
<u>650</u>	Total

The above-mentioned statistics indicate that the CRLR has a backlog of 97 claims since 1998 under the Ngaka Modiri Molema which still needed to be finalised (Commission on Restitution of Land Rights, 2020).

3.5.2 Sample frame

A sampling frame is the actual list of individuals that the sample will be drawn from, which simply refers to the targeted participants or target population of the study (McCombes, 2021). The sample frame in this study was a database of all registered legal entities registered by the CRLR and specifically the land claimants from the legal entities registered under the persistence of the Native Land Act (No. 27 of 1913). The researcher followed ethical guidelines to acquire informed

consent from the Department of Agriculture, land reform and rural development (DALRRD) to utilise the land claimants' database for data collection. In addition, the claimants were informed about the purpose of the study and all ethical conventions were followed in the study, to be discussed in detail in the ethical consideration section.

3.5.3 Sampling methods

A sampling method is a procedure for selecting sample members from a given population for a certain kind of research purpose (Bhardwaj, 2019), and there are two main methods of quantitative research and those are probability sampling and non-probability sampling.

3.5.3.1 Probability sampling

Probability sampling refers to sampling that enables the researcher to make a probability statement based on the data collected from the targeted demographics and is carried out by utilising some form of random selection, as it allows the researcher to collect data from representatives of the population they are interested in studying (QuestionPro, 2021). Probability sampling has four types, and they will be discussed as follows (Voxco, 2021 & QuestionPro, 2021):

- Simple random sampling is where members of the population are randomly selected, and every member has a chance of selection.
- Systematic sampling includes any of the targeted population but only the first unit inclusion in the sample is selected randomly and the rest are selected in an ordered fashion, meaning one out of ten people are listed.
- Stratified sampling means the researcher is allowed to divide a population into units to create a sample. For example, a researcher can select a set of male claimants from the sampling frame for data collection of the study.
- Cluster sampling is a probability sampling method where the main segment is divided into clusters and usually use geographic and demographic segmentation parameters.

3.5.3.2 Non-probability sampling

Non-probability sampling, as explained by Suneja (2016), represents a group of sampling techniques that assist the researcher to select units from a population that she is interested in studying. Santani and Luthra (2014) identify and explain the following types of non-probability sampling as:

- Convenience sampling involves choosing respondents at the convenience of the researcher, which is where the researcher involves claimants who happen to be available at the convenience of the researcher.
- Voluntary response sampling is when the researcher allows participants to volunteer for the purpose of the study.
- Purposive sampling also known as judgemental sampling and is when a researcher employs her own judgement and expects that it is an assurance of quality response.
- Snowball sampling is where the researcher starts with a key person and introduce the other participant to become a chain.

Non-probability sampling was applicable to the study because the researcher has selected the population that is of interest to the study, and furthermore a non-probability purpose and convenience sampling were used in this study. Non-probability convenience sampling was used. Ahman and Shahzad (2018) indicated that data collection through convenience sampling can be facilitated in a short period of time because participants are available and accessible or willing to participate. The researcher used the organisational database, which was most useful for this study and approached land claimants who were conveniently accessible to the researcher. Kaur and Kumar (2021) state that purposive sampling is whereby the researcher selects only a sample that is relevant to the study's objectives.

3.5.4 Sample size

Sample size, as explained by Zamboni (2018), is a count of individual samples in any statistical setting such as a scientific experiment or a public opinion survey, and the author further indicates that the size of a sample is usually represented by the variable "n", and to determine the sample size needed for an experiment or survey, the researcher needs to take a number of desired factors into consideration.

The sample size (n) was 300 land claimants of the legal entities registered under the persistence of the Native Land Act (No. 27 of 1913) who are registered under the organisational database and reside in villages that are in and around Mahikeng in the North West Province of South Africa.

The recommended sample according to survey monkey whereby:

Confidence level is	95%
Confidence interval being	5%
With the population of	<u>650</u>
	<u>242</u>

However, the researcher distributed more questionnaires to reduce sampling errors, meaning 300 questionnaires were distributed. Sampling errors, described by Sedgwick (2015), occur as a result of taking a sample from the population perhaps when the statistical characteristics of a population are estimated from a sample of the population, and Reed (2020) indicates that, in order to reduce sampling errors, the researcher needs to increase the sample size so that the study could get closer to the actual population size. However, with 300 questionnaires distributed, only 161 questionnaires were returned, and only 159 were used for analytical purposes after the data editing and cleaning processes were completed.

3.6 Step 4: Data collection and research Instruments

This step involves all the instruments applied in this study for data collection and the rationale for the selection of the instrument. Data collection will be described as follows:

3.6.1 Data collection

Data collection, as described by Johnson *et al.* (2020), is a process to find out the answer to the research problem through primary and secondary data. Both primary and secondary data was collected to assist with the answers of the problem regarding the Commission on Restitution of Land Rights. For primary data collection, the researcher emailed a hyperlink with a questionnaire to respondents with a period of two weeks to complete them; thereafter, the researcher made a telephonic follow-up with the intended participants to enquire whether they have received the questionnaires. Subsequently, questionnaires were hand delivered to those participants who do

not have access to email. In addition, the researcher distributed questionnaire during meetings and workshops with land claimants and prearranged a date to collect them.

Table 3.5 presents a statistical summary of the distributed questionnaire of this study, which includes the number of distributed questionnaires, number of completed questionnaires and number of discarded questionnaires. As indicated in chapters 1 and 3, the sampling size that this study aimed for was 300 respondents, and the summary is illustrated as follows:

Table 3.5 Statistical summary of the distributed questionnaire

Proposed sample size	300
Number of completed questionnaires	159
Number of questionnaires not received	139
Number of discarded questionnaires	02

Source: Researcher’s own results calculation

Table 3.5 indicates 300 respondents as the target size to be achieved for this study by the researcher at the end of data collection, but due to unforeseen circumstances, the researcher was able to acquire 161 questionnaires from participants. Two questionnaires were considered discarded, and 159 questionnaires were accurately completed. The questionnaires not received were 139, and the majority was electronic questionnaires sent via email. In addition, as indicated in chapter 1 that the sample for this research was land claimants who were conveniently available and relevant to the purpose of the research with the sample size of 300 participants but unfortunately the researcher could not reach her target on sampling size because other claimants were inconveniently unavailable to participate. The process mentioned below by Davis (2021) was followed when collecting data:

Step 1: Determine the needed information

The researcher firstly needs to choose what details to collect and topics the information will cover and choose the population and sample of the study (Lotame, 2019). In this case, the researcher chose data related to the research topic, the research population was the land claimants of the legal entities registered under the persistence of Native Land Act (No. 27 of 1913), and the Commission on Restitution of Land Rights database for land claimants was utilised for data collection.

Step 2: Approach planning and timeframe set-up for data collection

After determining which data is needed in the study, the researcher must plan the type of methods that will be applied and set a timeframe for the collection of data. Bhandari (2020) explains that the researcher needs to be careful when considering the methods that will be used to gather data because it will assist in directly answering the research questions. The researcher estimated the whole month of September 2021 to be used for the collection of data, but due to unforeseen circumstances, the collection of data was completed in November 2021.

Step3: Collection of both primary and secondary data

This step is whereby both primary and secondary data is collected by the researcher to answer the research objectives of the study. As indicated earlier in this chapter, the researcher accessed the land claimants' database of the Commission on Restitution of Land Rights for collecting primary data from claimants residing in villages situated in and around Mahikeng and those who are willing to participate in the study, through the questionnaire instrument. Textbooks, websites, journal articles, audio-visual sources, theses and government publications were used for secondary data collection. The purpose of collecting data was to obtain information and keep records, to make decisions about important issues, and then pass information to other researchers or people who are interested (Sapkota, 2017).

Data collection is not as easy as it looks. The Ontario Human Rights Commission (2018) indicates that data the collection plan requires attention to matters such as determining how you will collect data, identifying resources needed to collect data, designing a communication strategy that will encourage the highest possible participation rate as well as protecting the privacy and personal information of participants (both the organisation and land claimants).

Step 4: Analysis

When the necessary data has been collected, the researcher needs to analyse the collected data and report the findings. According to Lotame (2019), the analysis phase is crucial as it turns raw data into valuable insight that can be used to enhance organisational decisions.

Data collection is an extremely important part of any research study, because the conclusions of the study are based on what the data reveals (Sapkota, 2017). The instruments that were used to collect data will be discussed in the following section.

3.6.2 Research instruments

The research instrument refers to any tool that the researcher uses for data collection, data measuring and data analyses that is relevant to the topic of the research. Nalzar (2012) and Sobrepera (2011) maintain that the research instrument consists of questionnaires, checklists, surveys, as well as structured and unstructured interviews. Instruments used to collect primary data were questionnaires while textbooks, journal articles, government publications, theses and websites were used to collect secondary data.

The researcher found the questionnaire instrument to collect the quantitative data suitable as described by Sadgir (2017). A questionnaire is a research tool consisting of a series of questions and other facts asked to individuals to obtain statistically useful information about a given research topic. According to Sadgi (2017) the good qualities of questionnaires should be adhered to, namely:

- Obtaining the most complete and accurate information possible.
- Making it easier for participants to give the necessary information and it should be arranged in such a way that interpretations are possible.
- Should be as brief as possible and clear to complete.
- Should be neatly organised to encourage the participants to provide accurate, unbiased and complete information.
- Should seek only data that cannot be obtained from other resources such as the internet, articles and books.
- Questions are objective without any clues, hints or suggestions.
- Avoid double-parallel questions in one question.

The structured questionnaires were adapted from various Authors in the attached item scale of Annexure B and was based on the total quality management concept to obtain a thorough understanding of the opinions of land claimants. According to Michalos (2014), a structured

questionnaire is a document that consists of a set of standardised questions with affixed schemes and is more related to quantitative analysis. The questionnaire was structured as follows: Part A was demographics; Section B of the questionnaire collected the land claimants' view on services rendered by the organisation, which contained closed-ended questions, while section C gathered claimants' general suggestions on the improvement of customer satisfaction at the CRLR through an open-ended question. Sadgi (2017) indicates that open-ended questions give participants an opportunity to express their opinions in a free-flowing manner, while close-ended questions restrict the participants to choose among any of the given multiple-choice answers. For the purpose of this study more focus will be based in close-ended question, meaning this study will be based on quantitative method rather than mixed methods. The following table presents the strengths and weaknesses of a questionnaire.

A questionnaire was applicable to this research based on the strengths mentioned by Brink *et al.* (2012) in Table 3.6, and Debois (2019) shared the same vision as Brink *et al.* (2012) that questionnaires are inexpensive, scalable and provide fast results with no pressure, but the author further added that questionnaires are much easier when it comes to analysis and visualisation without a background in statistics research. The weaknesses of a questionnaire were never sidelined as it guided the researcher regarding what to expect in case those weaknesses occur. The questionnaire (see Annexure A) was structured into three sections and those sections are as follows:

- Section A consists of a demographic description of the research population, namely the land claimants who were available and willing to participate. This section contained seven questions.
- Section B was the next section with close-ended questions aimed at obtaining land claimants' perceptions of the services rendered by the CRLR. The questions were based on five TQM constructs namely: (1) Communication, (2) Customer focus, (3) Customer Satisfaction, (4) Organisational Culture, and (5) Service quality. Four scales of poor, average, good and excellent were used in all the statements of section B.

Table 3.6: Strengths and weaknesses of a questionnaires

Strengths	Weaknesses
<ul style="list-style-type: none"> • Questionnaires are a quick way of obtaining data from a large group of people. • They are less expensive in terms of time and money. • They are one of the easiest research instruments to tests for reliability and validity. • Participants feel a greater sense of anonymity and are more likely to provide honest answers. • The format is standard for all participants and is not dependent on the mood of the interviewer. • Participants are more likely to provide honest answers as they feel a greater sense of anonymity. 	<ul style="list-style-type: none"> • Mailing of questionnaires may be expensive also some people are not familiar with it. • Respondents may fail to answer some of the questions. • . There is no opportunity to clarify any questions that may be misunderstood by participants. • Respondents may provide socially acceptable answers. • Respondents may fail to answer some of the questions. • There is no opportunity to clarify any questions that may be misunderstood by participants. • Participants must be literate. • The participants who respond may not be representative of the population.

Source: Brink *et.al.* (2012)

- **Section C** was the last section which gathered claimants' general suggestions on the improvement of customer satisfaction at the CRLR through an open-ended question.

Cronbach's alpha was considered during the compilation of the questionnaire instrument to collect the needed quantitative data. Processes were followed during data collection and to illustrate, the researcher firstly selected the significant details relevant to the research topic, then planned the approach of collecting data with the estimated time frame of September 2021 to collect primary data, but due to unexpected circumstances, the completion of primary data collection was November 2021, and lastly, the collected data was analysed, interpreted and recommendations

were drawn based on the response of the participants. Analysed data is discussed in the subsequent section.

3.7 Step 5: Data analysis

Data analysis, as described by Taherdoost, (2022), is a process of converting all the data gathered from land claimants into meaningful and understandable information, while Nalzaró (2012) defines descriptive statistics as a numerical value obtained from the sample that gives meaning to the data collected. Data analysis determines the trends and relationships among the variables, and is also divided into two kinds, namely descriptive and inferential analysis, as maintained Nalzaró (2012). The classification of descriptive analysis involves the following:

- **Frequency distribution**

A frequency distribution displays the frequency of different outcomes in a sample, and shows the number of times a variable appears in relation to other variables and uses grouped frequency distribution or simple frequency distribution (Fouche & Bartley, 2011).

- **Measure of central tendency**

Measures of central tendency, as described by Jadav (2017), give an idea about the concentration of the values in the central part of the distribution and are normally known as the averages, and there are three types of averages namely; the mean, median and mode.

- The Mean is simply an average of the scores in a set (Tuazon, 2017).
- The Median, according to Yap (2014), is the middle score in the distribution when the numbers have been arranged into numerical order, whether from lowest to highest or the other way around, and it can also be used for ordinal data.
- The Mode is the relevant average to be used when finding the ideal size; it frequently occurs in the data-set and can be conveniently located even if the frequency distribution has class intervals of unequal magnitude, but is not affected by extreme values (Jadav, 2017).

- **Measure of variability**

These types of statistics concern the degree to which the scores in a distribution are different from each other or maybe similar and there are two commonly used measures of variability, namely range and standard deviation (Nalzar, 2012).

- Range is the difference between the highest and the lowest values in the distribution and the formula of range is $H - L$ (Tuazon, 2017).
- Regarding standard deviation, Tuazon (2017) indicates that it describes the variability; in other words, a sort of average of how distant the individual scores are from the mean.

- **Bivariate descriptive statistics**

These statistics, according to Nalzar (2012), are derived from the simultaneous analysis of two variables to examine the relationships between variables and there are two commonly used bivariate descriptive analyses presented as follows:

- Contingency tables are the most commonly applied correlation that summarises relationships between several categorical or mathematical variables, which tend to vary, also known as crosstabs or two-way tables (Akoglu, 2018). The author maintains that crosstabs are summaries of response data where variables are discrete factors and the responses are counts; for example: Gender rates two levels (0= male and 1= female), Marital status rates five levels (0= single, 1= married, 3= divorced, 4= widow and 5= separated).
- Correlation is the method used to describe the relationship between two measures or the strength of association between two variables (Nalzar, 2012), while Schober *et al.* (2018) indicate that, in correlated data, the scale change of one variable is associated with a change in the scale of another variable.

The importance of data analysis is to simplify by assisting with a better understanding for readers regarding the significance of data, by presenting and summarising a massive sum of information into an easy format to understand for effective and clear communication of data (Embarak, 2018). In this case, it is used to simplify or summarise data collected from the land claimants to the readers of this study. The reliability and validity are the most important aspects of research and

will be discussed in the following step, as depicted in Figure 3.1, and are important to be considered during data collection and data analysis.

3.8 Step 6: Reliability and validity

The researcher made sure that validity and reliability were considered as a research instrument to be able to report credible information in this study. Boateng *et al.* (2018) explain that reliability is the degree of consistency unveiled when a measurement is frequently beneath identical conditions. The dependent validity of an instrument is on reliability and responsiveness (Walton *et al.*, 2013). The researcher ensured that validity and reliability were seriously considered in this research by taking the following steps:

- Verify accuracy of data throughout the process of data collection and analysis.
- Design questionnaires in a reliable manner for participants to be able to complete it easier and precisely; furthermore, to ensure that validity and reliability were considered, the questionnaire with the same set of questions was distributed to the participants, and thereafter those collected questionnaires were checked thoroughly after collecting them.
- Standardise the conditions during data collection by keeping circumstances as consistent as possible to be able to reduce the influence of external factors that might reflect the results by creating variation (Middleton, 2019).

3.8.1 Reliability

Reliability, according to LoBiondo-Wood and Haber (2014), is the instrumental ability of a variable to measure the attributes and is more concerned with stability, homogeneity, accuracy and equivalence. LoBiondo-Wood and Haber (2014) further applied that **stability** in an instrument refer to the ability in the instrument to produce the same results with repeated testing while **homogeneity** of an instrument means all the items in an instrument measure the same variable and concept. Collins (2012) explains that **accuracy** of an instrument refers to the quality of being true or correct in avoidance of errors. Lastly, the **equivalence** of an instrument is where an instrument produces the same results when parallel instruments are utilised (LoBiondo-Wood & Haber, 2014).

3.8.2 Validity

Validity, as described by Malicse (2012), is the appropriateness and accuracy of the study; it is a procedure that measures what was intended to be measured. Almanasreh *et al.* (2019), Cecile and Janssens (2019), and Sydaryono *et al.* (2019) indicate that validity has three major types and are content validity, construct validity and criterion validity.

- According to Heale and Twycross (2015), **content validity** refers to the extent to which all aspects of a construct are accurately measured in a research instrument. This study used previous reliable and validated measurement item scales in the questionnaires to collect data from land claimants.
- **Construct validity** is established on the extent to which a test measures an attribute and theoretical construct; furthermore, it regularly involves several approaches and studies as it is complex (LoBiondo-Wood & Haber, 2014).
- **Criterion validity** tests the wellness of an instrument correlating with a standard (Walton *et al.*, 2013), and Kanya *et al.* (2019) relate that criterion validity is where a correlation of a scale with other measure of attributes is ideally a used and accepted gold standard in the field. Furthermore, Kanya *et al.* (2019) maintain that assessing criterion validity is through predictive validity whereby at the time of data collection, the new criterion was not yet available.

As indicated in chapter 1, even previous validated and reliable measurement item scales were used when drafting survey questions for collecting data from the land claimants (Refer to Annexure B). Furthermore, a pilot study was considered. Hazzi and Maldaon (2015) describe it as a procedure and method of a small-scale test utilised on a large scale and its main drive is to improve the efficiency and quality of the study. Referring to the validity and reliability of a survey, a pilot survey was used for testing the effectiveness of the research instruments. The main purpose of pilot survey, as indicated by Sari *et al.* (2015), and Grigoroudis and Siskos (2010), is to test administration survey measures and the effectiveness of a structure in a survey as to whether it is fully understood; in this case, by the land claimants. Likewise, the pilot survey checks the repetition of questions in a survey that will reduce time spent by land claimants when answering the survey. Five academic staff members from the North-West University participated in the pilot study and provided constructive feedback on the research instrument used. Construct validation will also be applicable in this study to identify the effects and participants presented in the study.

3.9 Step 7: Ethical consideration

The word ethics, as described by Pruzan (2016), is often used to explain processes leading up to a chosen decision and is considered as a socially constructive guideline for behaviour. These ethical guidelines assist the researcher to maintain integrity in her research and it was developed by laws, codes of ethics and government regulations to prevent unethical behaviour (Pruzan, 2016). Plagiarism, misuse of information and conflict of interest are considered as part of the matters of ethical concern in research (Wefel, 2016; Pruzan, 2016).

Ethical clearance was gained from the Economic and Management Sciences Research Ethics Committee (EMS-REC) at the North-West University. An ethics approval certificate (certificate number: NWU-00867-21-A4) was issued by the NWU for the ethics application on the research topic; "Total quality management as a strategic tool in service delivery: Land claimants in Mahikeng", and it served on the Economic and Management Sciences Research Ethics Committee (EMSREC).

Ethical values that were considered are privacy, confidentiality, the right to information and protection of research respondents from exposure to harm or risk, anonymity and informed consent was reached. Land claimants were informed about the purpose of the study and all ethical conventions followed in the study. The researcher followed ethical guidelines to acquire informed consent from the Department of Agriculture, land reform and rural development (DALRRD) to utilise land claimants' database for data collection.

3.10 Conclusion

In this chapter, quantitative research was applied through the positivism paradigm to be able to cover a wide collection of accurate data, and the deductive approach was also used to improve facts from existing facts. Descriptive research was adopted as it is a better quantitative method during data collection.

The framework for the research plan was drafted to guide the process of this study, meaning all the research methods used during the research were discussed. Research methods were used to collect the information needs of the primary and secondary data collected, the research population and the sampling targeted to be able to achieve the primary data. The research instruments used to answer the secondary objective of this study and lastly, analyses were further elaborated on this chapter. During the entire study, reliability and validity of the study were highly considered through the research ethics, and for that reason, a pilot study was undertaken to ensure the reliability and validity of the research instrument.

Chapter 4 presents the results of the collected data and the interpretation of the results.

CHAPTER 4

RESULTS AND ANALYSIS

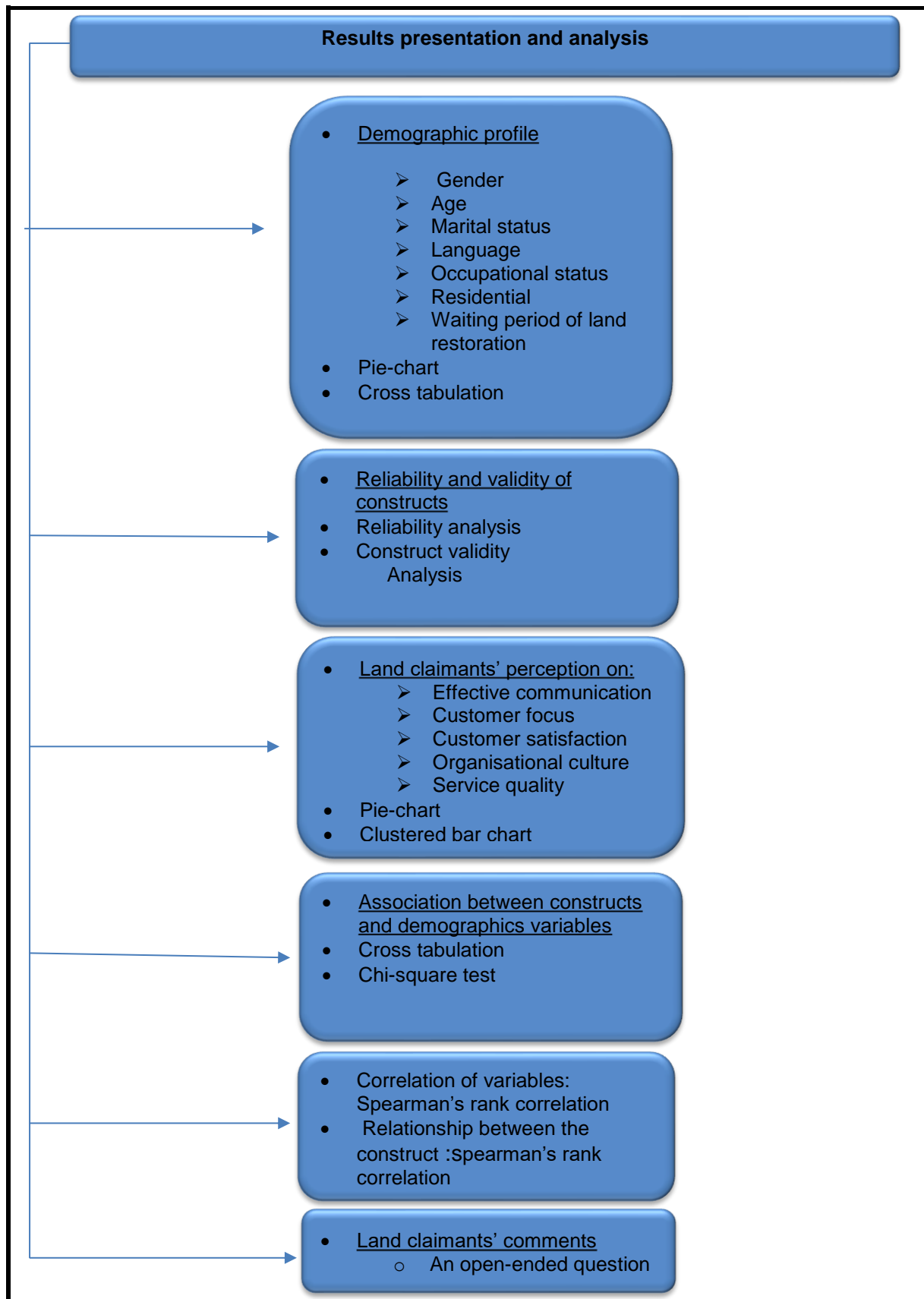
4.1 Introduction

Data analysis is defined by Pandey and Pandey (2015) as the process of studying all the gathered material or data as an outcome of discovering inherent facts. Cooper and Schindler (2014), and Gravetter *et al.* (2014) mentioned that the primary data collected from the land claimants would not address the research objectives as it is still raw or considered as unprocessed data; therefore, data analysis assists the researcher by converting this unprocessed data into meaningful information using statistical methods and techniques. Data analysis aims to discover important data and suggests conclusions by examining, transforming, and cleaning processes and it plays a key role in deciding or suggesting future activities for other researchers (Kumar & Shinas, 2019).

This chapter focuses on the results of the quantitative data attained from the respondents on whether total quality management (TQM) can be utilised as a strategic tool to manage service delivery at the organisation. Quantitative data analysis is basically searching characteristics of the data-set and discovering the relationships between the gathered data and the external parameters (Du Plooy-Cilliers *et al.*, 2014). Quantitative data was analysed using the Statistical Package for Social Science (SPSS) for the closed-ended questions of the questionnaire. The results were reported to address the objectives of this study.

The quantitative data results are presented in the following section as per Figure 4.1, and are structured as follows: (1) a demographic profile of the respondents, (2) reliability and validity of constructs, (3) land claimants' perceptions of the services rendered by the CRLR, (4) the association between constructs and demographic variables, (5) the correlation of variables, Spearman's rank correlation as well as relationship between the constructs, and lastly (6), this chapter interpreted the open-ended questions of the respondents based on how to improve customer satisfaction at the CRLR.

Figure 4.1 Quantitative data analysis



4.2 Demographic profile

This section is dedicated to present respondents who participated in this study. The demographic section involves the gender, age, marital status, language, occupational status, location as well as the duration of the land being restored to claimants. The results are presented in pie charts and the cross-tabulations of the variables are as follows:

4.2.1 Gender of respondents

Figure 4.2 shows the highest participants of the study to be male (63.52%), followed by female participants (35.85%) and other genders with 0.63%. The percentage means that out of 159 distributed surveys, only one participant was categorised as the other gender, 57 were female while 101 were male respondents, as indicated in Table 4.2.

Figure 4.2 Gender of respondents

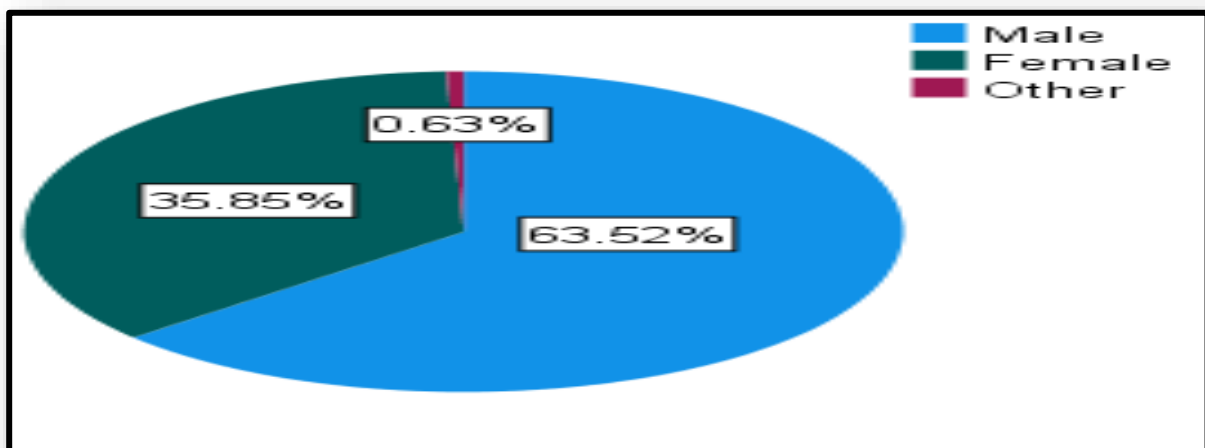


Table 4.2 Gender of respondents

		Gender			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	101	62.7	63.5	63.5
	Female	57	35.4	35.8	99.4
	Other	1	.6	.6	100.0
	Total	159	98.8	100.0	
Missing	System	2	1.2		
Total		161	100.0		

The above statistics may imply that males still carry the outdated concept whereby land and farming issues were more considered to be associated with males rather than females and perhaps females also thought that the land issue still concerns males the most.

4.2.2 Age of respondents

The highest percentage in age categories indicated in the pie-chart were between 21 and 40 years with 48.43%, followed by the age category of 41 to 60 years, with 22.01%, respondents above 60 years were 18.24%, and respondents up to 20 years were only 11.32%. According to Table 4.3, from 159 participants, 77 respondents were between the age of 21 and 40 years, and the lowest number of participants were only 18 out of 159 in the age category of up to 20 years.

Figure 4.3 Age of respondents

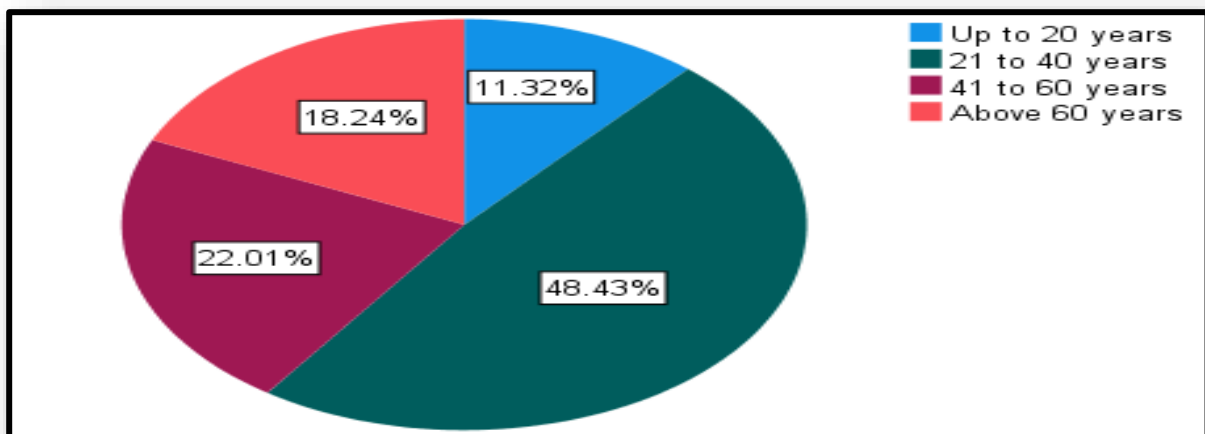


Table 4.3 Age of respondents

		Age			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Up to 20 years	18	11.2	11.3	11.3
	21 to 40 years	77	47.8	48.4	59.7
	41 to 60 years	35	21.7	22.0	81.8
	Above 60 years	29	18.0	18.2	100.0
	Total	159	98.8	100.0	
Missing	System	2	1.2		
Total		161	100.0		

The reason could be that most of youth are unemployed in South Africa, and they see land as an opportunity to earn an income, and therefore the statistics states that they are the highest number of the respondents in this study. Zwane (2021) reported the statistics of South Africa's youth unemployment to be at 74% in 2021, and further continued by indicating that those who are employed often occupy lower-level positions. As indicated, the youth unemployment rate (Mago, 2018); has been increasing instead of decreasing. The following sub-section will discuss the marital status of the respondents as indicated in Figure 4.1.

4.2.3 Marital status of respondents

The majority of participants who partook in this study were single, with percentage of 49.06%, which refers to 78 out 159, followed by 47 respondents who are married (29.56%), 18 participants who are divorced (11.32%), while 16 respondents were widowed (10.06%).

Figure 4.4 Marital status of respondents

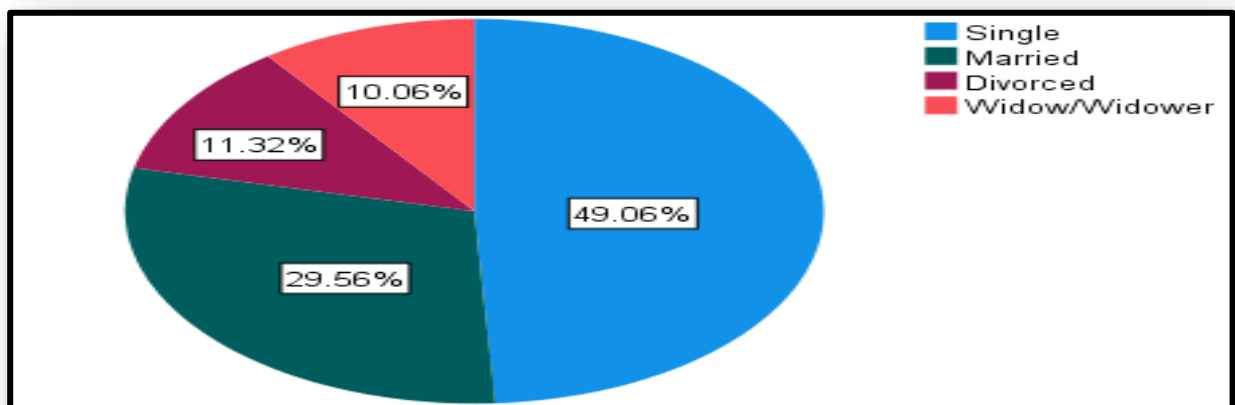


Table 4.4 Marital status of respondents

		Marital Status			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Single	78	48.4	49.1	49.1
	Married	47	29.2	29.6	78.6
	Divorced	18	11.2	11.3	89.9
	Widow/Widower	16	9.9	10.1	100
	Total	159	98.8	100.0	
Missing	System	2	1.2		
Total		161	100.0		

Table 4.4 indicates that most who responded in this study were respondents who are single with the lowest percentage of participants who are widowed. Table 4.4 could imply that those participants whose marital status indicated single are in the majority. Subsequently, sub-section will present which languages are spoken by the respondents.

4.2.4 Language of respondents

Setswana is the dominating language, with 73.08%, meaning out of 159 respondents, 114 respondents were Setswana speaking, 15 respondents (9.62%) were Pedi speaking, 14 respondents (8.97%) were speaking other language not indicated by the researcher in the questionnaire, 6.41% (10 respondents) spoke isiZulu, and Afrikaans-speaking participants were only three, with 1.92%.

Figure 4.5 Language of respondents

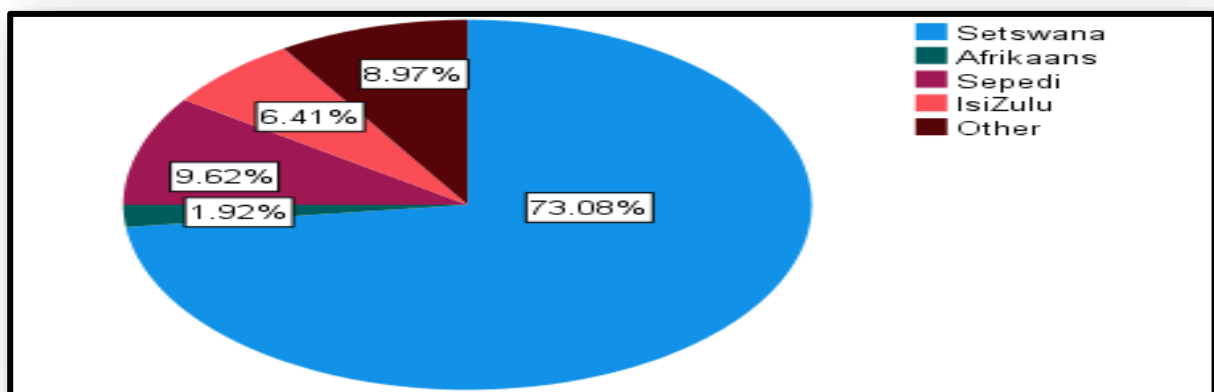


Figure 4.5 Language of respondents

		Language			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Setswana	114	70.8	73.1	73.1
	Afrikaans	3	1.9	1.9	75.0
	Sepedi	15	9.3	9.6	84.6
	IsiZulu	10	6.2	6.4	91.0
	Other	14	8.7	9.0	100.0
	Total	156	96.9	100.0	
Missing	System	5	3.1		
Total		161	100.0		

The results might suggest that because the study was based in the Ngaka Modiri Molema district in the North West Province of South Africa, it is represented mostly by the black African and Setswana tribe. According to South African History Online (2019), there is a Tswana population of about 4 million in Southern Africa; 3 million in South Africa and a million in the nation of Botswana and numerous Tswanas live in the segmented area of the former Homeland, Bophuthatswana, as well as neighbouring areas of the North West Province and Northern Cape of South Africa. Respondents' occupations will be discussed in the following sub-section.

4.2.5 Occupation of respondents

When concerning occupation, 49.06% of the respondents were unemployed, 20.75% were employed, 13.84% were still studying, 12.58% were self-employed and 3.77% responded other occupations. Table 4.6 shows that the highest number of respondents were 78 and employed, while six respondents were the lowest number of respondents who indicated other occupations.

Figure 4.6 Occupation of respondents

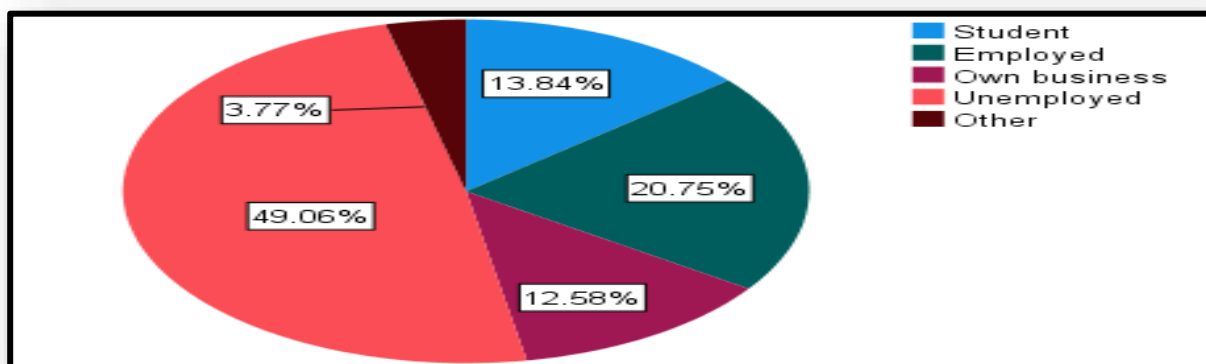


Table 4.6 Occupation of respondents

		Occupation			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Student	22	13.7	13.8	13.8
	Employed	33	20.5	20.8	34.6
	Own business	20	12.4	12.6	47.2
	Unemployed	78	48.4	49.1	96.2
	Other	6	3.7	3.8	100.0
	Total	159	98.8	100.0	
Missing	System	2	1.2		
Total		161	100.0		

The result concurs with Table 4.3 and 4.4 that there is a high rate of unemployment in South Africa. This result might suggest that most participants who are unemployed identified that the land restoration could be an opportunity to earn a source of income. Starting a business is ideal for most people, but capital and skills might appear as the main barrier. Location of the respondents will be discussed in the subsequent sub-section.

4.2.6 Location of respondents

Most respondents were located in the Ratlou municipality with 38.36% (61 respondents), and the Ratlou municipality contains villages such as Makgobistad, Disaneng, Madibogo, Tshidilamolomo, Makgori and other villages; followed by Mahikeng with 30.19% (48 respondents), Ramotshere Moiloa with 16.98% (27 respondents), Tswaing with 8.18% (13 respondents) and the lowest number of participants were from Ditsobotla, with 6.29% (only 10 respondents).

Figure 4.7 Location of respondents

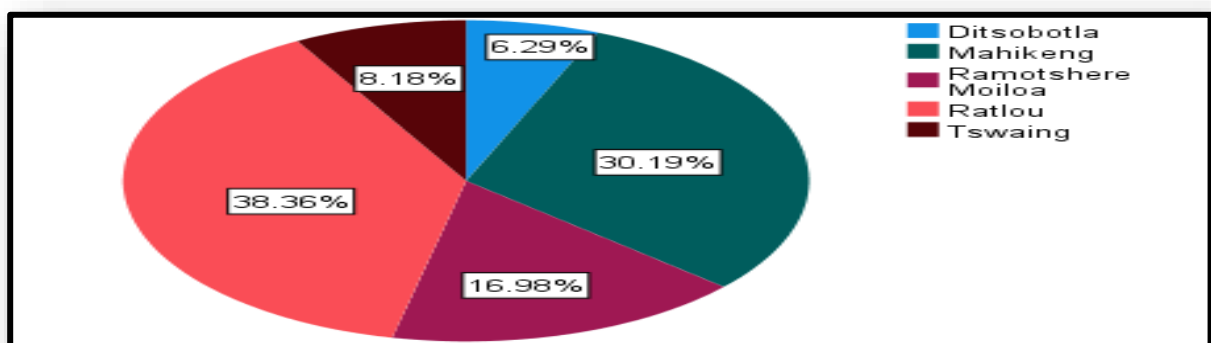


Table 4.7 Location of respondents

		Municipality			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Ditsobotla	10	6.2	6.3	6.3
	Mahikeng	48	29.8	30.2	36.5
	Ramotshere Moiloa	27	16.8	17.0	53.5
	Ratlou	61	37.9	38.4	91.8
	Tswaing	13	8.1	8.2	100.0
	Total	159	98.8	100.0	
Missing	System	2	1.2		
Total		161	100.0		

The findings indicated that most participants reside in the Mahikeng and Ratlou district. The CRLR office is based in Mmabatho, so the reason could be that participants from Mahikeng and Ratlou are conveniently located near the office of the CRLR, which is in Mahikeng. The location of respondents will be followed by the waiting period for land restoration in relation to respondents, as indicated in Figure 4.8

4.2.7 Waiting period for land restoration of respondents

Lastly, under the demographic section, in the question regarding how long the turnaround time for their land was to be restored to them, an overwhelming majority 82.28% stated that they are still waiting after 10 years for their land to be restored to them. There are similarities in the empirical findings and literature as it was stated that only 30% of commercial land was restored to the beneficiaries from the period of 1994 to 1998.

Figure 4.8 Waiting period for land restoration of respondents

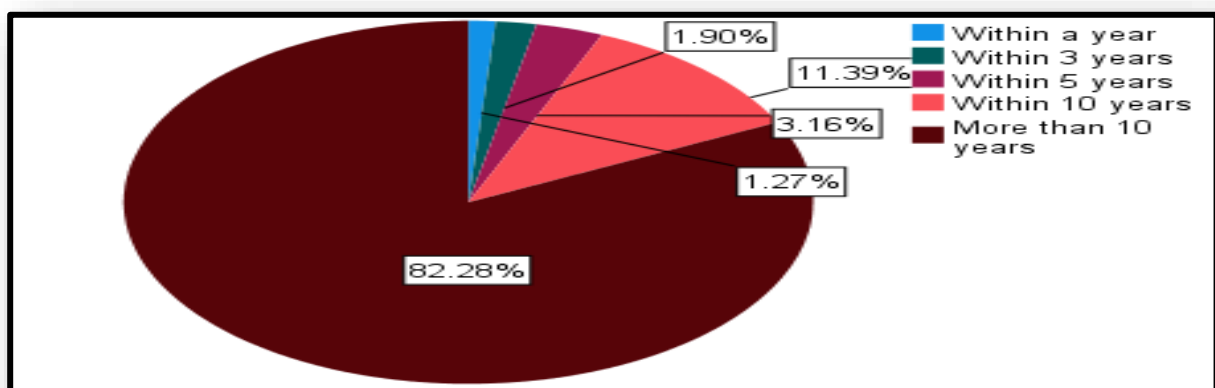


Table 4.8: Waiting period for land restoration of respondents

How long have you waited before the land can be restored to you?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Within a year	2	1.2	1.3	1.3
	Within 3 years	3	1.9	1.9	3.2
	Within 5 years	5	3.1	3.2	6.3
	Within 10 years	18	11.2	11.4	17.7
	More than 10 years	130	80.7	82.3	100.0
	Total	158	98.1	100.0	
Missing	System	3	1.9		
Total		161	100.0		

Figure 4.8 shows that 82.28% of participants indicated that they are still waiting after 10 years for the land to be restored to them by the CRLR. Moabelo (2007), Lahiff (2008) and MLtero *et al.* (2019) have raised a concern from farmers and landowners regarding the slow pace at which the land restitution claims are being processed. In addition, Tshuma (2012) indicated that the slow pace of land reform does not only exist in South Africa, but countries such as Namibia also experience more failure regarding the slow pace of the land reform process. This result could imply that TQM can assist in the continuous improvement of the operational systems with the goal of improving service delivery to land claimants. Reliability and validity analysis will be presented in the following section.

4.3 Reliability and validity of constructs

Reliability and validity of construct will be presented in the following sub-section of 4.3.1 and 4.3.1.

4.3.1 Reliability of constructs

The reliability construct will be discussed in this section as the validity construct will further be discussed in sub-section 4.3.2. Reliability and validity testing are key as it decreases opportunities to attach the researchers' bias while increasing transparency. It will be difficult to describe the effect of measurement errors on theoretical relationships being measured when the reliability and validity are not assessed during the research (Forza, 2002 & Singh, 2014). Reliability of the test scores was estimated and valued by means of Cronbach's alpha as presented in Table 4.9. Cho *et al.* (2014) and Peters (2014) describe Cronbach's alpha, as a method for estimating the internal consistency of the test scores using data from a single test administration and is frequently identified as an indicator of the degree whereby the item scales measure similar underlying variables. Mohajah (2018) states that improved reliability measures create more accurate results, which will increase the chances of making precise decisions by the researcher.

Table 4.9 Reliability of constructs

	Cronbach's Alpha	N of Items
Effective Communication	.688	6
Customer Focus	.661	5
Customer Satisfaction	.606	4
Organisational Culture	.745	7
Service Quality	.655	4

All the Cronbach's alpha values for the five constructs range from 0.606 to 0.745, which are greater than the recommended minimum of 0.6. (Malloy-Diniz *et al.*, 2015). This implies that all items in each construct are consistent with each other, and the constructs are reliable. However, Hair *et al.* (2011), Ingenhoff and Buhmann (2016), and Ramayah *et al.* (2016) contend that a Cronbach alpha is considered as acceptable when the reliability coefficient is more than 0.6, but when the reliability coefficient is more than 0.7, then the Cronbach alpha is considered as good. Therefore, effective communication, customer focus, customer satisfaction and service quality constructs are considered as acceptable, since the reliability coefficients are above 0.6, while the construct of organisational culture is considered as good because its reliability coefficients is above 0.7.

4.3.2 Validity of constructs

Construct validation was established for indicating whether a survey distinguishes between individuals who have certain characteristics and those who do not have. It concerns the identification of the settings, causes, effects and participants presented in a study (Reichardt, 2005; Fink, 2010). According to Coulacoglou and Saklofske (2017) construct of validity of score interpretation derives to sustain all score-based inferences. **The validation of constructs is presented in Table 4.10.**

Table 4.10: Validity of constructs

	Path		Estimate	Standard Error	t Value	p-value
EC1	====>	Effective Communication	0.04777	0.00268	17.8057	<.0001
EC2	====>	Effective Communication	0.06110	0.00345	17.7328	<.0001
EC3	====>	Effective Communication	0.05625	0.00313	17.9957	<.0001
EC4	====>	Effective Communication	0.04972	0.00279	17.7927	<.0001
EC5	====>	Effective Communication	0.05202	0.00291	17.8531	<.0001
EC6	====>	Effective Communication	0.04317	0.00244	17.7164	<.0001
CF1	====>	Customer Focus	0.05127	0.00289	17.7379	<.0001
CF2	====>	Customer Focus	0.05353	0.00301	17.7760	<.0001
CF3	====>	Customer Focus	0.05451	0.00306	17.7916	<.0001
CF4	====>	Customer Focus	0.05372	0.00302	17.7754	<.0001
CF5	====>	Customer Focus	0.04864	0.00274	17.7560	<.0001

CS1	====>	Customer Satisfaction	0.05133	0.00290	17.7151	<.0001
CS2	====>	Customer Satisfaction	0.04649	0.00262	17.7149	<.0001
CS3	====>	Customer Satisfaction	0.06179	0.00349	17.6943	<.0001
CS4	====>	Customer Satisfaction	0.04662	0.00263	17.7238	<.0001
OC1	====>	Organisational Culture	0.04320	0.00245	17.6484	<.0001
OC2	====>	Organisational Culture	0.04371	0.00245	17.8618	<.0001
OC3	====>	Organisational Culture	0.04788	0.00269	17.8089	<.0001
OC4	====>	Organisational Culture	0.04849	0.00271	17.8871	<.0001
OC5	====>	Organisational Culture	0.05067	0.00283	17.9103	<.0001
OC6	====>	Organisational Culture	0.04874	0.00272	17.9202	<.0001
OC7	====>	Organisational Culture	0.04947	0.00275	17.9736	<.0001
SQ1	====>	Service Quality	0.04011	0.00228	17.6278	<.0001
SQ2	====>	Service Quality	0.04480	0.00253	17.6731	<.0001
SQ3	====>	Service Quality	0.04245	0.00240	17.6942	<.0001
SQ4	====>	Service Quality	0.04600	0.00260	17.7204	<.0001

The results show that the p-values for each path are less than the significance level of 0.05 and this implies that each variable significantly belongs to its respective construct/factor as suggested in the questionnaire. As such, the constructs are valid.

4.4 Land claimants' perception of constructs: close-ended questions

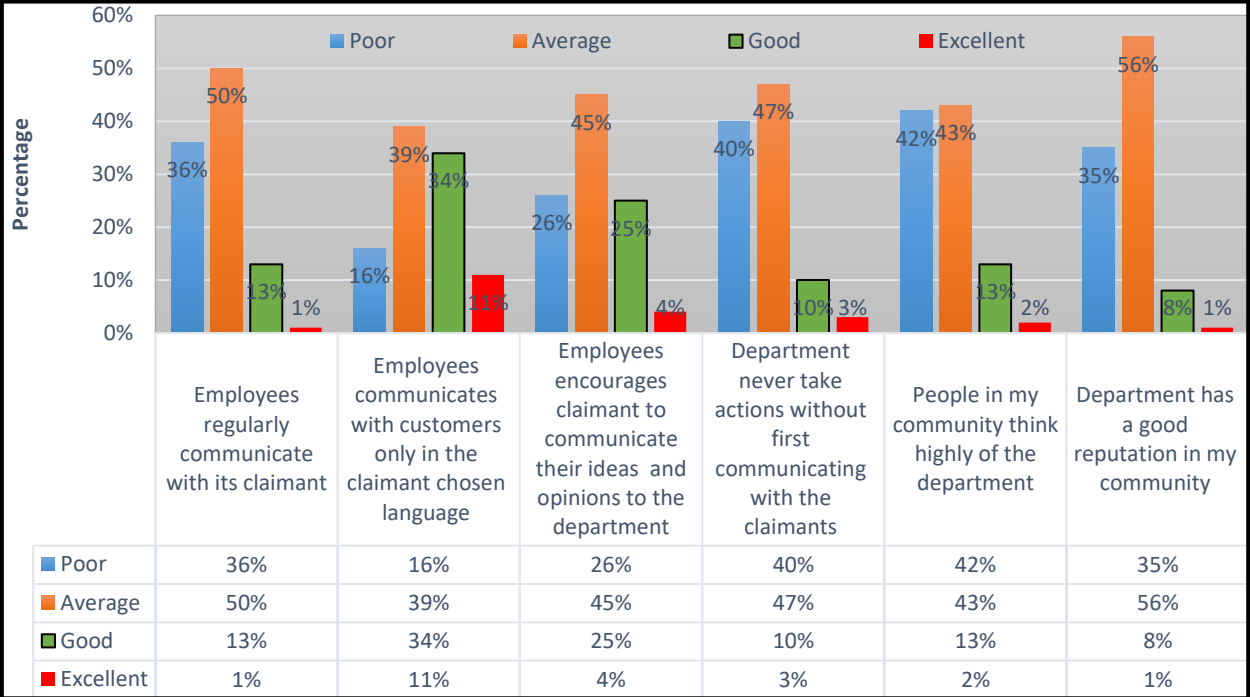
This section will discuss the land claimants' (respondents') perceptions, as shown in Figure 4.1, concerning the following constructs; effective communication, customer focus, customer satisfaction, organisational culture and service quality. The respondents' results will be presented in a clustered bar chart and the results are as follows:

4.4.1 Effective communication

The results of land claimants on the level of effective communication at the CRLR will be presented in a clustered bar chart and be interpreted as follows: For all the items of the construct

on **Effective Communication**, the majority of respondents indicated that communication is averagely effective, whereas for all the items, the second highest percentage of respondents indicated that communication is poor (except for the item “employees communicate with customers only in the claimant’s chosen language” in which the second highest percentage of respondents indicated that this item of effective communication is good). For all items measuring effective communication, the third highest percentage of respondents indicated that communication is good (except for the item “employees communicate with customers only in the claimant’s chosen language” in which the third highest percentage of respondents indicated that this item of effective communication is poor). In addition, for all items measuring effective communication, the lowest percentage of respondents indicated that communication is excellent. Customer focus will be interpreted as the next construct in the subsequent sub-section.

Figure 4.9: Land claimants’ perception concerning effective communication



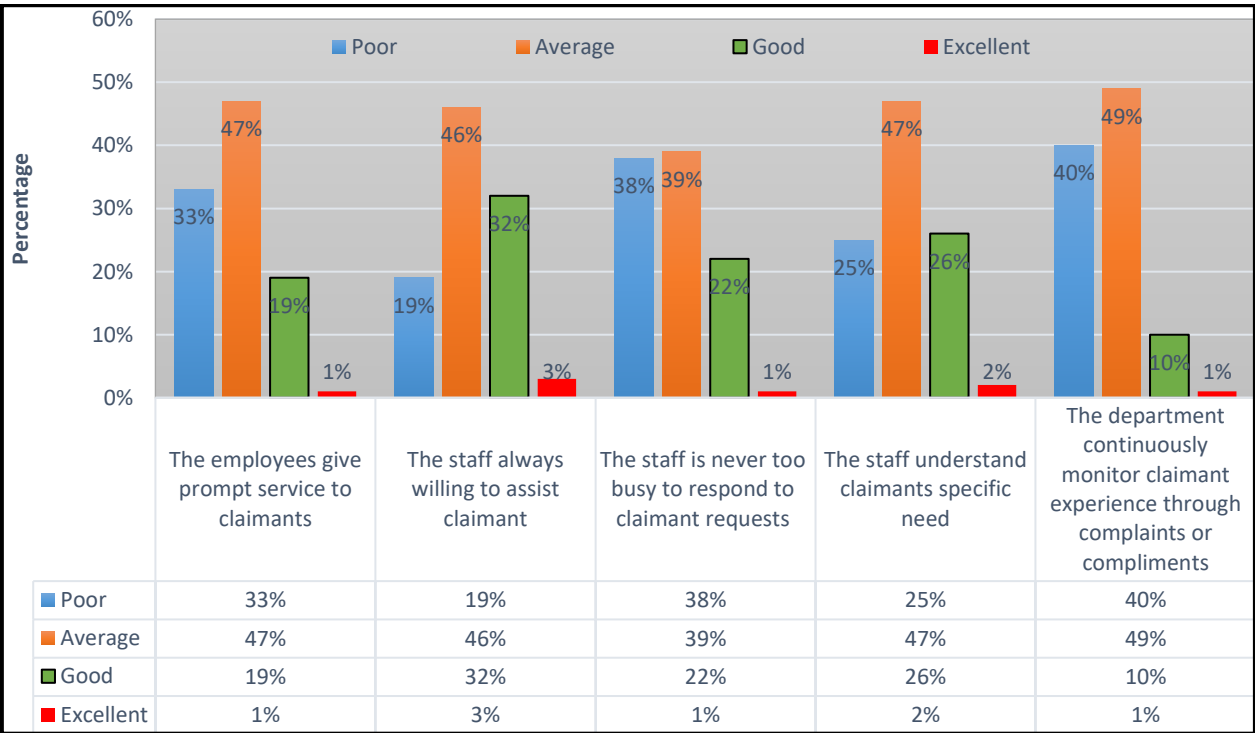
The findings of Table 4.9 tend to suggest that the majority of participants feel that effective communication at the CRLR is just at an average level. In addition, the reason for indicating the average level could be that most respondents do not receive the same level of communication from different employees. The main issue revealed by this result could be the language used in the documents of the CRLR, such as pamphlets and presentations. Perhaps, the CRLR presents all the documents in English without considering that most of the land claimants are elderly people who are not familiar with the language, this contrasts with figure 4.3. Application of figure 4.5

might be more applicable focusing on the fact that English is the national medium of instruction or official language and overlooking the fact that the CRLR’s customers are mostly elderly people who are most unfamiliar with speaking or understanding English.

4.4.2 Customer focus

The researcher investigated whether the customer-focused approach to rendering services was practised from land claimants’ viewpoint. The interpretation of the findings will be discussed in this sub-section with the use of a clustered bar chart. Most land claimants who participated indicated that the customer focus at the CRLR is not at the poor level nor the excellent level, but just at an average level. This is followed by the second highest percentage stating that there is a poor customer focus rendered at the commission (except for two items “the staff is always willing to assist claimants and that the staff understand claimant’s specific needs”), which indicated that there is a good level of customer focus at the CRLR. Nevertheless, respondents who indicated that customer focus is at a good level at the commission are the third highest percentage of the respondents. The lowest percentage of respondents stated that the level of customer focus at the commission is at an excellent level. Furthermore, the percentage of all items measuring customer focus in the category of excellent has a very low percentage whereby the highest level is 3% under the item of “The staff are always willing to assist claimants”.

Figure 4.10: Land claimants’ perceptions concerning customer focus

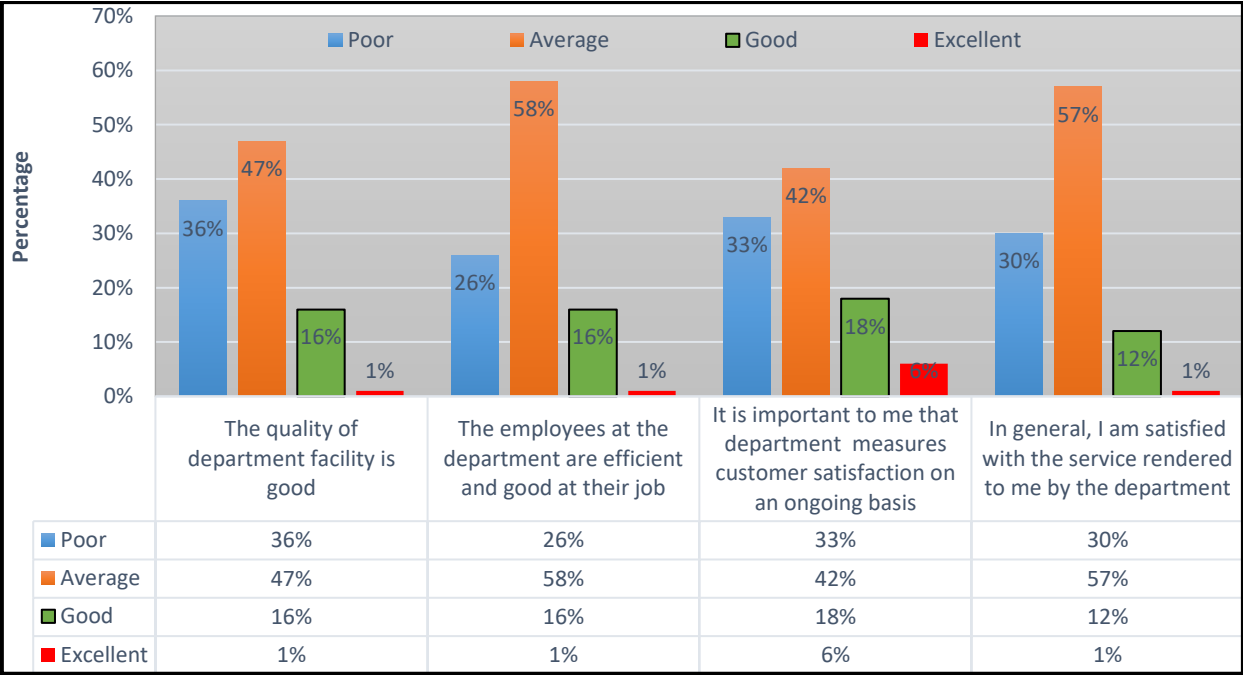


If the results in Figure 4.10 under effective communication were rated average, then there is no other way that participants could have indicated that operational systems used by CRLR were not people-centred. Evidently, land claimants mentioned that they had to wait for more than half an hour at service points before they could be assisted. In addition, what the researcher implies is that when an organisation gives effective communication to its customers on a daily basis, then the customer will understand that more focus is given to them. The next construct to be interpreted is customer satisfaction in the following sub-section.

4.4.3 Customer satisfaction

The interpretation of the results of customer satisfaction at the CRLR based on the land claimants’ perception will be discussed in this sub-section also with the use of clustered bar chart. The result of this construct is the same as the previous construct of customer focus, whereby the highest percentage of the respondents indicated the average level; the second highest percentage indicated that the customer satisfaction level is poor at the CRLR, second lowest indicated that there is a good level of customer satisfaction at the commission, while the lowest indicated that the level of customer satisfaction is excellent. In all items measuring the level of customer satisfaction, 58% were the highest percentage under the item stating that “The employees at the CRLR are efficient and good at their job”, while, 1% was the lowest percentage in three items under the excellent rating

Figure 4.11: Land claimants’ perception concerning customer satisfaction

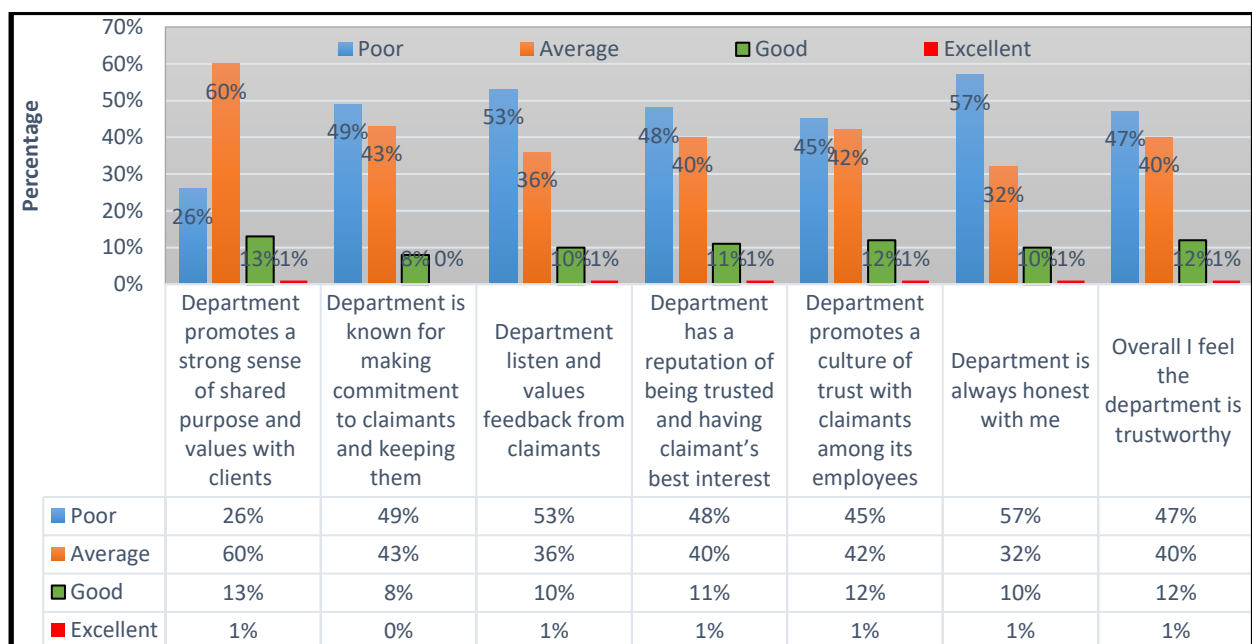


The above result could simply propose that participants are not fully satisfied with how the CRLR operates, since in all sections they indicated average levels. In addition, this could appear as if land claimants are no longer bothered by the processes of receiving the service, but what matters to them is to receive the land in the end regardless of the “average” service being given. The implementation of TQM plays a key role in the continuous improvement of operating systems through teamwork, cooperation and commitment from employees and customer focus requirements. In addition, the continuous improvement of operating systems enhances the quality of services rendered to land claimants and this will spontaneously improve customer satisfaction. De Kock (2020) urged that it will take the CRLR about 36 years to complete or finalise the existing claims and the only solution to reduce the long waiting period is to introduce new organisational processes at the CRLR. The next result to be interpreted is the organisational culture construct in the following sub-section.

4.4.4 Organisational culture

Organisational culture is the fourth construct to be analysed and a clustered bar chart will be utilised to interpret the results. Respondents who indicated the organisational culture to be at the average level are the second highest in percentage. The findings presented in Figure 4.12 show that the organisational culture is not even closer to be at the good nor excellent level according to the respondents.

Figure 4.12: Land claimants’ perception concerning organisational culture



Respondents who indicated the organisational culture being poor at the commission are the highest in percentage during the interpretation of the results; in other words, these respondents could imply that the CRLR’s culture is either not implemented well or maybe not tailored accordingly. Serpa (2016) briefly described organisational culture as organisational studies and sociology established within the organisation, while Maseko (2017) describes it as the orientation of the organisation towards its internal stakeholders and basically guides employees’ behaviour within an organisation, which leads to the organisation’s development. Continuous improvement and an innovative management strategy have a positive and significant impact on the CRLR’s performance as a service sector; it also creates a positive attitude from land claimants and stakeholders towards the organisational culture (Pambreni *et al.*, 2019). The final construct to be interpreted based on the results will be discussed in the following sub-section.

4.4.5 Service quality

The final construct to be analysed is the quality of service provided by the organisation and the land claimants were asked several questions that relates to the quality of service offered. Figure 4.13 indicated that most respondents reported that the level of the service quality rendered is at the average level (except for the item that stated that service is delivered at the promised time). There is a very low level of agreement from respondents who reported that the quality of service at the CRLR is at the good level nor excellent level.

Figure 4.13: Land claimants’ perception concerning service quality

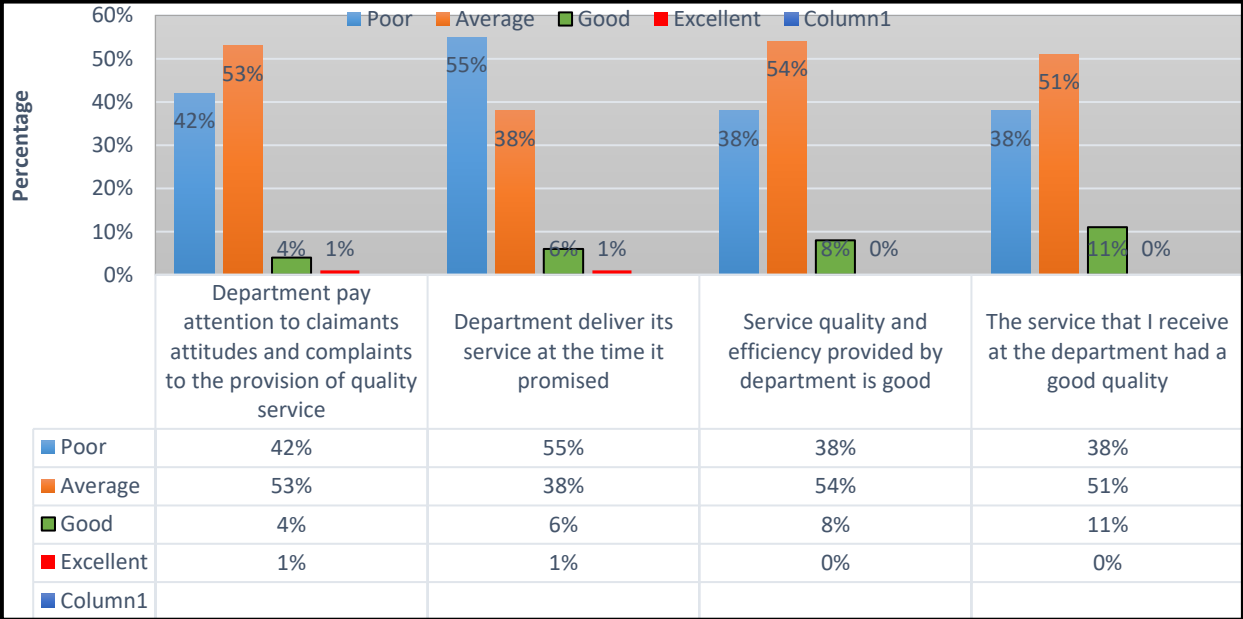


Figure 4.13 shows that most participants indicated the service quality at the CRLR to be between poor and average and that is not a good reputation for an organisation. The results could suggest that since 82% of participants indicated that it has been more than 10 years and the land has not been received by beneficiaries according to the Figure 4.8, they indicated poor regarding the CRLR delivering its service at the promised time. The other reason for the CRLR to perform at an average level, according to the participants, could be the lack of employees. Maybe there are limited employees at the CRLR to be expected to perform various duties at once to numerous claimants, and therefore they forgot to respond or pay attention to land claimants' complaints. The researcher will show the association of constructs and demographic variables in the following section.

4.5 Association between constructs and demographic variables

This section will review the relationship between the five constructs (effective communication, customer focus, customer satisfaction, organisational culture and service quality) and demographic variables existing in this study. Cross-tabulation will be used and for two normal variables, the chi-square of association will be utilised. Relationships between the constructs of gender and effective communication are presented in Table 4.11.

Table 4.11 Cross-tabulation: Gender and effective communication

Crosstab						
% within gender						
		Effective communication				Total
		Poor	Average	Good	Excellent	
Gender	Male	10.9%	77.2%	10.9%	1.0%	100.0%
	Female	15.8%	66.7%	17.5%		100.0%
	Other			100.0%		100.0%
Total		12.6%	73.0%	13.8%	0.6%	100.0%
Chi-square tests						
		Value	df	P-value		
Pearson Chi-Square		9.252 ^a	6	.160		
Likelihood Ratio		7.294	6	.295		
Linear-by-Linear Association		.202	1	.653		
N of Valid Cases		159				

The p-value is .295 and is greater than the significance level of 0.05; there is no significant association between gender and effective communication. Between males and females, there is no huge dissimilarity regarding the average percentage. However, 17.5% of females indicated that effective communication is at a good level compared to 10.9% of male participants who disagreed, stating the level of communication to be poor at the CRLR. However, the highest percentage indicated that both female and male rated average level concerning effective communication at the CRLR. In that case, the CRLR should introduce programmes whereby it educates employees in terms of diversity management as well as the importance of communication in an organisation.

Table 4.12 Cross-tabulation: Occupation and customer focus

Crosstab					
% within Occupation					
		Customer focus			Total
		Poor	Average	Good	
Occupation	Student	9.1%	86.4%	4.5%	100.0%
	Employed	33.3%	42.4%	24.2%	100.0%
	Own business	10.0%	75.0%	15.0%	100.0%
	Unemployed	15.4%	74.4%	10.3%	100.0%
	Other		66.7%	33.3%	100.0%
Total		17.0%	69.2%	13.8%	100.0%
Chi-square tests					
		Value	Df	P-value	
Pearson Chi-Square		18.818 ^a	8	.016	
Likelihood Ratio		19.041	8	.015	
Linear-by-Linear Association		.426	1	.514	
N of Valid Cases		159			

The above crosstab indicated that 33.3% of employed participants are not satisfied with the focus given to customers at the CRLR and the finding could denote that since these participants are employed in various organisations, they are aware of the level of treatment deserved to be getting from an organisation, hence demanding the quality of service to be rendered to them. Since the highest rate are participants who are unemployed, this could perhaps imply that they are not cognizant of a good or a bad service. Moreover, the CRLR should make it a culture to treat each claimant equally, irrespective of their social class.

Table 4.13 Cross tabulation: Marital status and customer satisfaction

Crosstab					
% within Marital status					
		Customer satisfaction			Total
		Poor	Average	Good	
Marital Status	Single	14.1%	75.6%	10.3%	100.0%
	Married	12.8%	59.6%	27.7%	100.0%
	Divorced	11.1%	66.7%	22.2%	100.0%
	Widow/Widower	12.5%	81.2%	6.2%	100.0%
Total		13.2%	70.4%	16.4%	100.0%
Chi-square tests					
		Value	Df	P-value	
Pearson Chi-Square		8.335 ^a	6	.215	
Likelihood Ratio		8.270	6	.219	
Linear-by-Linear Association		.328	1	.567	
N of Valid Cases		159			

In the findings, as displayed in Table 4.13, participants with a marital status are the highest percentage, and indicated that satisfactory service was rendered to them and this could reveal that the participants attend the land issues jointly with their spouse because a job done through teamwork tends to become easier, meaning one party encourages the other party during the spirit of impatience. Furthermore, this could also propose that perhaps widows or widowers expressed being unsatisfied with the service, and this could be that they do not have the patience to pursue the process of having the land restored to them because they are still mourning their loved ones. CRLR employees should be reminded daily to have humanity or be sensitive when dealing with land claimants, because they are not aware of their current life situation at that time. In addition, this suggests that the ethics of humanity and respect should be grounded as organisational cultural ethics.

Table 4.14 Cross tabulation: Gender and organisational culture

Crosstab					
% within gender					
		Organisational culture			Total
		Poor	Average	Good	
Gender	Male	44.6%	53.5%	2.0%	100.0%
	Female	36.8%	61.4%	1.8%	100.0%
	Other		100.0%		100.0%
Total		41.5%	56.6%	1.9%	100.0%
Chi-square tests					
		Value	df	P-value	
Pearson Chi-Square		1.709 ^a	4	.789	
Likelihood Ratio		2.084	4	.720	
Linear-by-Linear Association		1.046	1	.306	
N of Valid Cases		159			

Figure 4.14's results present male participants to be having the highest percentage, rating the organisational culture to be poor at the CRLR. The result could denote that maybe males already have business ideas for the land compared to female participants, so the long processes and procedures applied at the CRLR are an obstacle to them, since the findings also indicated that it has been more than 10 years of waiting for the land to be restored to land claimants.

Table 4.15 Cross tabulation: Occupation and service quality

Crosstab					
% within Occupation					
		Service quality			Total
		Poor	Average	Good	
Occupation	Student	18.2%	77.3%	4.5%	100.0%
	Employed	36.4%	54.5%	9.1%	100.0%
	Own business	30.0%	60.0%	10.0%	100.0%
	Unemployed	23.1%	73.1%	3.8%	100.0%
	Other	50.0%	50.0%		100.0%
Total		27.0%	67.3%	5.7%	100.0%
Chi-square tests					
		Value	df	P-value	

Pearson Chi-Square	7.514 ^a	8	.482
Likelihood Ratio	7.511	8	.483
Linear-by-Linear Association	.165	1	.685
N of Valid Cases	159		

The findings in Table 4.15 highlight the participants' views regarding services rendered according to their occupational status and the majority of them, from students to unemployed participants, expressed the service to be at an average level. The probability for 10% of own business participants to rate the service rendered at the CRLR as good could be that they had high hopes that the restored land will open opportunity of expanding their businesses or perhaps they rated the service based on the livestock or grants they have received from the government, as a tone of showing some gratitude.

4.6 Correlation of variables: Spearman's rank correlation

The measurement strength of the association between two rank-ordered variables is performed through Spearman's rank correlation. The p-value of the pair of variables is significant at 5% (p-value being less than 0.05), while other pairs of variables reflected positively as the p-value appears to be more than 5%. The correlation of variables is presented in Table 4.16.

Table 4.16: Correlation of variables

		Effective Communication	Customer Focus	Customer Satisfaction	Organisational Culture	Service Quality
Age	Correlation Coefficient	-.040	.042	-.031	-.077	-.087
	p-value	.615	.598	.701	.335	.274
	N	159	159	159	159	159
How long have you waited before the land can be restored to you?	Correlation Coefficient	-.125	-.093	.033	-.181*	-.020
	p-value	.117	.243	.682	.023	.801
	N	158	158	158	158	158

Table 4.16 indicates that there is a significant correlation between the waiting periods before the land could be restored to the claimants and the claimants' perception of organisational culture as the correlation coefficient was -0.181, which means that there is a strong negative correlation between variables. Furthermore, the correlation appears to be negative because participants who indicated a longer waiting period have rated the organisational culture to be negative. As indicated in Figure 4.22, the organisational culture is perceived negative by most participants, which could imply that the CRLR's culture is either not implemented well or not implemented at all.

The system that can lead land claimants to perceive the CRLR culture in a positive way only depends on the improvement culture at the CRLR during the rendering of services. De Kock (2020) stated that more focus is needed for to the organisational process, because it contributes a lot during a long waiting period of land restoration and the solution could only be that the CRLR should change its organisational processes completely. Effective communication was also perceived negatively by land claimants on the waiting period of land restoration. Furthermore, the findings tend to suggest that there is a lack of communication at the CRLR, and Rougan (2015) indicated that every organisation needs a solid foundation of effective communication regardless of its nature and size. Furthermore, successful TQM implementation is highly dependent on communication. The following section shows the relationship between the constructs with the use of Spearman's rank correlation.

4.7 Association between the construct: Spearman's rank correlation

Spearman's rank correlation is also applied in this section since they are variables to measure the strength of the construct.

Table 4.17 presents the significant Spearman correlation coefficient value of 0.415 between organisational culture and customer focus constructs, which shows the strong positive correlation between the two constructs. All the p-values of each pair of variables is significant at 5% (p-value being less than 0.05), which means all correlations are positive.

Table 4.17: Association of construct

		Effective Communication	Customer Focus	Customer Satisfaction	Organisational Culture	Service Quality
Effective Communication	Correlation Coefficient	1.000	.400**	.287**	.393**	.315**
	P-value	.	.000	.000	.000	.000
	N	159	159	159	159	159
Customer Focus	Correlation Coefficient	.400**	1.000	.421**	.415**	.266**
	P-value	.000	.	.000	.000	.001
	N	159	159	159	159	159
Customer Satisfaction	Correlation Coefficient	.287**	.421**	1.000	.401**	.367**
	P-value	.000	.000	.	.000	.000
	N	159	159	159	159	159
Organisational Culture	Correlation Coefficient	.393**	.415**	.401**	1.000	.285**
	P-value	.000	.000	.000	.	.000
	N	159	159	159	159	159
Service Quality	Correlation Coefficient	.315**	.266**	.367**	.285**	1.000
	P-value	.000	.001	.000	.000	.
	N	159	159	159	159	159

Furthermore, the statements tend to propose that an increase in one construct leads to an increase in value of the other construct, since all constructs have positive relationships with each other. Loyalty and trust can be destroyed due to the unsatisfactory service rendered to land claimants by the CRLR, because it takes time for an organisation to build trust with its customers but takes a minute to destroy that trust created. Customer focus should be prioritised, and service quality be rendered to land claimants through effective communication and a solid organisational culture, because that will have a huge positive impact on customer satisfaction and create a strong relationship among land claimants and the CRLR.

4.8 Land claimants' suggestion on improvement of customer satisfaction at the CRLR: Open-ended question

As indicated in Figure 4.1 of the quantitative data analysis, an open-ended question on land claimants' perception will lastly be discussed in this chapter. Section C of the questionnaire was an open-ended question that gave the respondents an opportunity to express any recommendation on what can be done at the Commission on Restitution of Land Rights to improve customer satisfaction. This section only interpreted the results of 28 respondents, because out of 159 completed questionnaires, only 28 respondents communicated their views and the results were interpreted as follows:

Figure 4.14: Suggestion regarding improvement of customer satisfaction at the CRLR

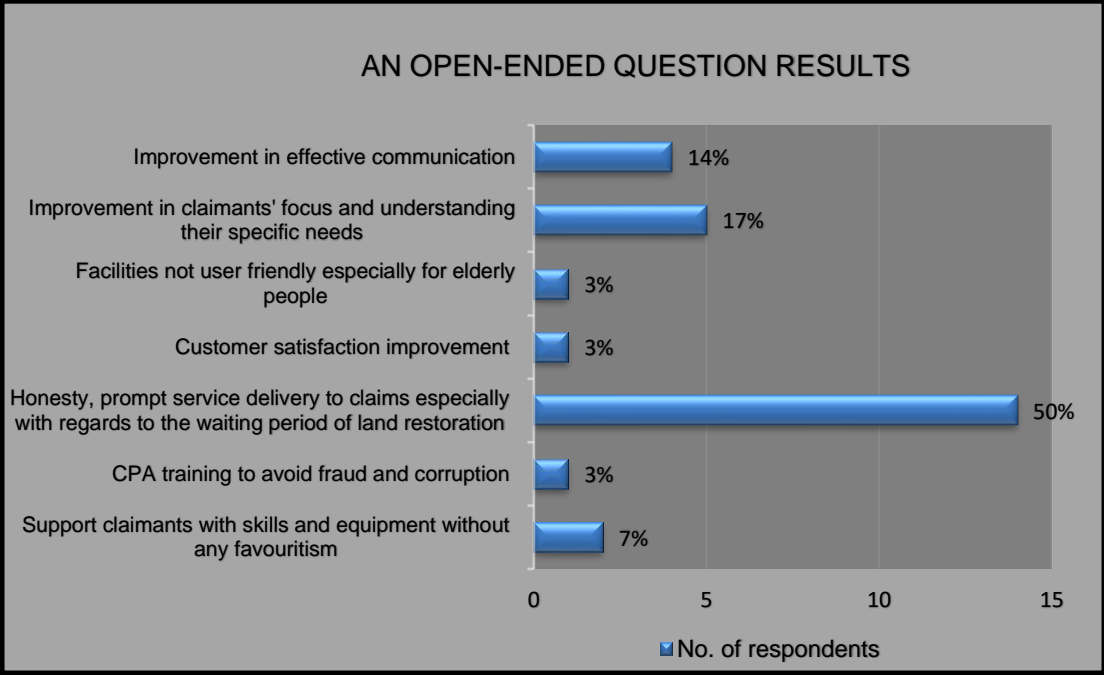


Figure 4.14 presented that half (14 over 28); (50%) of the respondents expressed that prompt service delivery regarding the waiting period on land restoration should be resolved at the CRLR with honesty to claimants. The second highest percentage, by five out of the 28 (17%) respondents indicated that more focus should be given to claimants with knowledge of their specific needs, while the third highest percentage (14%; 4 out of 28) of respondents indicated that effective communication should be improved at the CRLR.

4.9 Conclusion

This chapter outlined all processes applied in this study to ensure the results were reliable. Pilot surveys were done to check whether respondents will understand the survey questionnaire and identify any possible errors before undertaking the main research investigation. The demographic profile of 159 respondents was firstly presented, in which 101 were males, 57 were females and one respondent fell in the category of other gender. Reliability and validity of constructs were highly considered in this chapter.

Five factors to ensure that the quality of service is attained through the implementation of TQM to develop claimant satisfaction were identified, and those factors are effective communication, customer focus, customer satisfaction, organisational culture and service quality. Pie-charts and clustered bar charts were used to analyse these factors. The relationships between constructs and demographic variables were also analysed in this chapter. Lastly, an open-ended question was interpreted, but only 28 respondents managed to express their views. In addition, the majority 28 of respondents were more concerned with the slow pace from the CRLR regarding land restoration. The focus of the last chapter in this study pertain to recommendations that were derived from the results presented in Chapter 4.

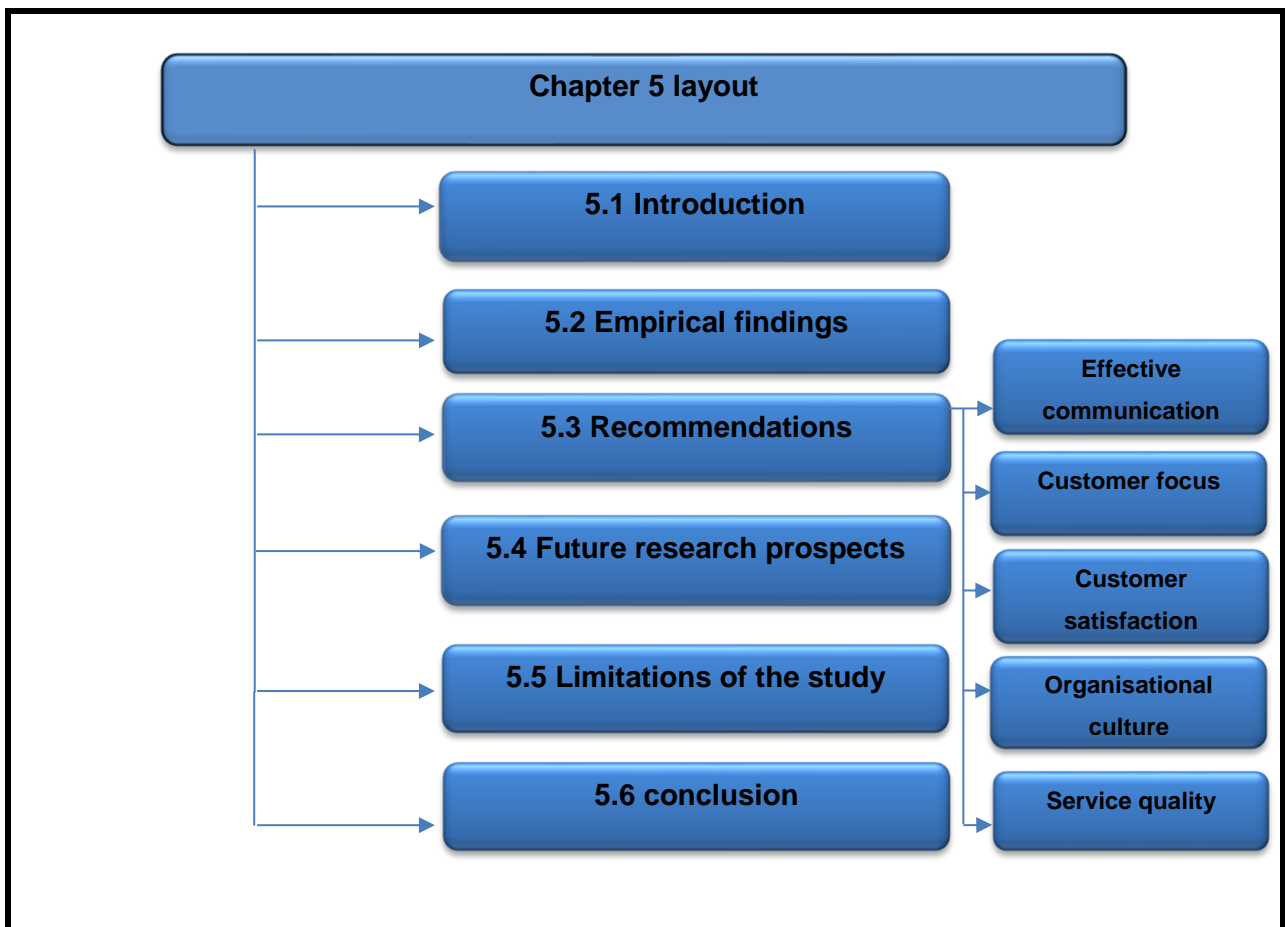
CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the inferences and recommendations regarding the implementation of total quality management as a strategic tool in the organisation. TQM would be more effective at the CRLR if it is implemented well and all involved parties are aware and have better knowledge with regard to TQM principles. Involved parties refer to employees at the CRLR, from top management to lower management. Quality service should be rendered equally to all claimants, which mean that the claimants at the CRLR should be provided quality service regardless of whether the service is free or paid for by claimants. The conclusions in this chapter are basically from the results and analysis presented in Chapter 4. Figure 5.1 provides the layout of this chapter.

Figure 5.1: Conclusions and recommendations



5.2 Empirical findings

An empirical finding is a process that derives logic from the premises known to be true and is a process of reasoning from factual knowledge. To examine whether TQM can be employed as a strategic tool to improve service delivery to land claimants served as a primary objective of this study, while the secondary objectives are (1) to acquire a demographic profile of the research population, (2) to ascertain whether there is effective communication by the CRLR, (3) to assess the level of focus given to customers by the CRLR, (4) to analyse land claimants' level of satisfaction with service delivery, (5) to assess land claimants' perception concerning service delivery culture by the CRLR, and (6) to evaluate land claimants' perception of service quality delivery by the CRLR.

5.2.1 TQM AS A STRATEGIC TOOL TO IMPROVE SERVICE DELIVERY TO LAND CLAIMANTS IN MAHIKENG.

The primary objective of the study: To examine whether TQM can be employed as a strategic tool to improve service delivery to land claimants.

The finding from the demographic section that was concerned with the period of waiting before land could be restored to land claimants was the highest percentage among all questions that most participants have mutual feelings about. In that case, 82% of participants indicated that they are still waiting after 10 years for the land to be finalised and settled. The longer waiting period could perhaps propose that TQM elements are lacking at the CRLR because implementation of TQM elements creates trust among employees and land claimants, integrity as well as ethics as an organisational culture to be able to have a solid foundation from the beginning of the CRLR process.

The CRLR's vision is to deliver prompt, effective and efficient service to the victims who were affected or lost their rights in land due to previous racially discriminatory law after 19 June 1913, according to the Restitution of Land Rights Act 22 of 1994. The commission's vision intends that all clients at the CRLR should be rendered prompt quality service according to who came first, and not discriminate on whom should receive it first. The Land Access Movement of South Africa

(LAMOSA) is an independent association of rural Community Based Organisations (CBOs) that went to court opposing the re-opening of new claims without clear stipulating of existing claims, basically, they were urging that the CRLR need to finish what they have started before focusing on new claims. The CRLR need to have SMART (specific, measurable, achievable, realistic and timely) goals, to avoid the longer waiting period, and this implies that the CRLR need to be specific on what is needed to be achieved, Measure what is achievable by being realistic to when is it going to be attainable, having the time-frame as well (Noto, 2014).

The finding showed that most participants rated an average level in all five constructs and that does not appear as a good impression under the organisational image because this could propose that land claimants are not satisfied but are not complaining regarding the service rendered at the CRLR. In addition, the SMART goals will assist the employees' focus to be based on their clients, and that will reduce the complaints and increase the level of claimants' satisfaction

5.2.2 DEMOGRAPHIC DESCRIPTION OF THE RESEARCH POPULATION

Secondary objective 1: To acquire a demographic profile of the research population.

The findings of this study concerning demographics show that males have a lot of interest in land issues compared to females, as the findings indicated the highest level (63%) of participants to be males. The finding could imply that the Restitution of Land Right Act 22 of 1994 does not adequately empower women, since it is well known that in the past men were more concern with the issue of lands than women. Demographic findings also show that most youths are unemployed and are intending to participate in land reform issues with the intention of starting their own enterprises and producing agricultural products and services. A considerable percentage of 82.3% indicated that they were not satisfied with the waiting period before land could be restored to land claimants.

5.2.3 EFFECTIVE COMMUNICATION GIVEN TO LAND CLAIMANTS AT THE CRLR

Secondary objective 2: To ascertain whether there is effective communication by CRLR.

Effective communication at the CRLR was at an average level according to respondents and they also indicated average levels of employees communicating in the claimants' chosen language. Figure 4.9 clearly revealed that, in all sections, participants have expressed the level of communication to be at an average level, which could imply that the CRLR focuses more on other aspects and less on giving effective communication to land claimants.

Participants' perceptions were neutral regarding whether the community thinks highly of the organisational reputation and that attitude appears to be dangerous as it does not have a good reputation on the organisation since the greatest tool to market a good service is through word-of-mouth. Shi *et al.* (2016) maintain that word-of-mouth is taken seriously by various organisations as it can affect the corporate image both positively and negatively. According to Huete-Alcocer (2017), Kundu *et al.* (2017), and Ansary and Hashim (2018), word-of-mouth has a great influence as a communication source that has an impact on consumers' attitudes and decision.

5.2.4 LEVEL OF CUSTOMER FOCUS BY THE CRLR TO LAND CLAIMANTS

Secondary objective 3: To assess the level of focus given to customers by the CRLR.

The research commenced to examine the attitude of land claimants regarding the level of focus being given to them and the findings were neutral. The lowest percentage had negative attitudes regarding the level of focus received from the CRLR. There is a positive attitude with the lowest percentage from other respondents. This could imply that though the highest percentage is just neutral with the level of focus given, at least there is a lower percentage who still believe that the organisation gives them an adequate focus, and this could imply that not all employees at the CRLR are against the quality of service. The organisation could pursue winning over those employees who have not been practising rendering quality service to land claimants through effective communication and teamwork.

5.2.5 LEVEL OF CUSTOMER SATISFACTION AT THE CRLR

Secondary objective 4: To analyse land claimants' level of satisfaction with service delivery.

It is important to note that a significant number of respondents indicated that customer satisfaction being measured on an ongoing basis is at an average level and the danger of an organisation not delivering on customers' expectation increases the level of dissatisfaction, but if the service provided to claimants matches their expectations, then it leads to customer satisfaction. As indicated before in the study, word-of-mouth has an impact on the land claimants' attitude, so the positive affection could increase the level of satisfaction and customer loyalty (Ansary & Hashim, 2018).

The quality at the CRLR facility was rated at an average level and since the CRLR deals mostly with elderly people, the use of stairs could occur as a challenge to them. Facility, according to (Combley, 2011), refers to equipment and building provided for a specific purpose.

5.2.6 PERCEPTION OF LAND CLAIMANTS REGARDING THE ORGANISATIONAL CULTURE

Secondary objective 5: To assess land claimants' perception concerning organisational culture of the CRLR.

The findings revealed that a considerable high number of respondents indicated that the level of organisational culture is poor at the CRLR. That tends to suggest that the CRLR is known for not making any commitment, being trustworthy and honest as expressed by land claimants and the majority continue by maintaining that the CRLR's reputation of being trusted is poor, which refers to an organisation not having the claimants' best interest in mind.

García-Alcaraz *et al.* (2021) propose that TQM requires a solid organisational structure to support top management and furthermore stated that department are measured through the following items;

- Quality departments have a good organisational structure.

- Good communication is maintained by quality departments and top management.
- Quality department employees act as advisors to its clients.
- Quality departments generate teams who aim at quality improvement.
- Quality departments train employees for performance evaluations.

According to Oyewobi *et al.* (2016), poor organisational culture includes poor management, poor organisational practices, poor teamwork, dissatisfaction of employees and these actions have a huge impact on the turnaround of projects at the organisation. Moreover, “The strength of overall organisational culture is positively associated with the level of TQM implementation” (Valmohammadi & Roshanzamir, 2015).

5.2.7 QUALITY OF SERVICE RENDERED AT THE CRLR

Secondary objective 6: To evaluate land claimants’ perception of service quality delivery by CRLR.

Findings were rated either as poor or on an average level regarding the quality of service delivered at the CRLR, which does not seem to be a good impression for an organisation, because according to. Fernandes and Solimun (2018), the effect of service quality on the loyalty of customers can be interceded from customer satisfaction because customer satisfaction is closely related to customer loyalty. This finding shows that the implementation of TQM needs to be prioritised to increase customer satisfaction and reduce complaints and dissatisfaction.

In addition, for TQM to be employed as a strategic tool to improve service delivery to land claimants at the CRLR, constructs of TQM such as effective communication, customer focus, customer satisfaction, organisational culture and service quality should be prioritised at the CRLR.

5.3 Recommendations

The recommendations of this study will be based on five construct, namely effective communication, customer focus, customer satisfaction, organisational culture and service quality, and are as follows:

- **Effective communication**

Effective communication needs to start within the commission before extended to claimants. Supervisors and employees must have or taught skills communication. As indicated in Figure 2.3, communication is very important in all aspects of TQM elements, because ethics and trust among colleagues, training of staff, teamwork, leadership, as well as recognition of employees can only be a success when done through communication. Effective communication is key firstly within the organisation, because when employees lack communication among themselves, communication will not be effectively communicated to claimants while lacking within the organisation.

Supervisors need to alert their subordinates that they are approachable for questions, concerns or suggestions at any time, the same as employees being approachable to claimants. In addition, Gochhayat *et al.* (2017) State that effective communication will assist management to reach employees at the CRLR and encourage employees to achieve the organisation's vision, mission and goals. It also allows the employees to understand the mission statement and values of the organisation rather than being obligated to follow them. No organisational documents (e.g. CPA Constitution) should only be communicated in English but should be translated to the language understood by claimants because not everyone understands English, especially elderly people.

Organisational communication plays a key role in the relationships between the effectiveness of the organisation and the organisational culture. Effective communication will provide direction to the CRLR by assisting to maintain discipline and by implementing rules, norms and regulations in the organisation (Gochhayat *et al.*, 2017).

- **Customer focus**

Customer focus, as stated by Gupta (2021) in Chapter 1, is key as it is the foundation for customer loyalty, and it gives claimants a good feeling about the CRLR's service. Also, Katyani (2012) indicated that customer focus is one of the most important principles when implementing TQM at an organisation. In addition, it is recommended that the CRLR should put more focus on claimants to know what exactly their expectation from the CRLR is. Employees should have a willingness approach to claimants when assisting them because employees knew from the beginning when signing the employment contract with the organisation that their focus is to work with claimants.

Prompt service is to be provided by employees to all claimants. Employees should respond to claimants' requests as promised. Employees must normalise noting all action points in their dairies and set phone and email reminders in case of forgetfulness. Improvement procedures regarding attending to complaints by the commission could include arranging a complaint box in the office for claimants to drop their complaints at any given time and a set time-frame for when the matter will be solved. Employees should conduct follow-ups regarding the progress status of the inquiries and acknowledge their complaints.

Employees need to know that favour is not done upon claimants when providing a great service to them, because one of the CRLR's values is that the commission encourages diversity and will not discriminate against anyone, and the commission also has a loyal, professional and people-focused workforce that is committed to serve South Africans (CRLR, 2020). The CRLR should nominate one unit that will deal with the complaints from claimants and monitor them daily. Time-frames of acknowledgement of complaints should be set as well as when the complaints will be attended to.

Customer focus is crucial to service organisations, and therefore any organisation interested in delivering quality service needs to start by understanding its clients and for organisations to be efficient and effective in their work, employees require internal support systems associated with the need to be customer focused (Zeithaml *et al.*, 2017).

- **Customer satisfaction**

The land is a first step for many claimants to address poverty and unemployment and by fast-tracking the process of land restoration at the commission, poverty and unemployment could be lowered. The land could be used for commercial farming, agricultural purposes and other business, which will create employment for many claimants. The CRLR needs to educate land claimants on how to operate and maintain the land after land restoration, or perhaps collaborate with other departments and companies that will oversee training and to whether proper procedures are being followed to avoid fraud and corruption. In addition, if land is redistributed to land claimants without any assistance on how to cultivate and manage the land, then the land will end up being undeveloped and useless to claimants.

Training of employees at the organisation will improve skills such as problem-solving, decision-making, as well as technical, interpersonal, job management, leadership and teamwork skills. Employees need training to learn adequate knowledge and skills to become effective and efficient in job performance at the work environment, which increases the level of clients' satisfaction. Fernandes and Solimun (2018) state that the CRLR's goal should be to provide satisfactory service to land claimants, which should be balanced by the effective use of resources when providing in the land claimants' needs and wants so that the risk of organisational failure can be overcome.

- **Organisational culture**

The CRLR needs to clarify and emphasise section 2 of the Restitution Act, which indicates that the land should be restored to the ordinary disposed individual (ODI), but when the ODI is deceased, then the direct descendants are entitled to the land. The Act clearly indicates that the beneficiaries of the land reform process should be the direct descendants; however, the public perception is that males are rightful heirs of land rather than females. In addition, unlike previously whereby only males were considered beneficiaries to their father's land, regarding the restitution of land, females as direct descendants benefit as equal to males' direct descendants. As a result, the CRLR should educate the community on matters of land reform, particularly on how land reform processes can be used as a tool to empower women.

Effective involvement of employees during the re-structuring of organisational procedures is highly needed, basically because employees deal with claimants daily and are aware of

challenges or understand the claimant's concerns better. Greater understanding of organisational culture can highly influence the employees' performance and provide management with a better guide on the high level of successful projects. The management of the CRLR from top management to low management should have a strong working relationship with claimants to develop trust.

Honesty from employees to claimants regarding progress on their projects should always be practiced avoiding unnecessary conflicts that could have been avoided from the beginning. Employees' performance incentives for the job well-done must be a prioritised culture at the CRLR because it motivates employees to provide quality service and continue improving. Humanity and respect should always be practised at the CRLR, among both employees and claimants. Proper training will teach employees to function within teams and will create a proper foundation for organisational culture when implementing TQM.

Top management needs to be involved most and should stop delegating all meeting to their subordinates because some issues need the intervention of top management and that will show some commitment from management and create trust among the employees and claimants. Projects should be prioritised equally without any discrimination and employees need to see claimants first before status. For example, project A should not be given all the attention rather than project B, because beneficiaries of project A are from the royal family, learned and have lawyers unlike beneficiaries of project B. Hand-over of projects to new officials must be taken seriously to avoid duplication of projects. When officials leave the commission for some greener pasture, then they should offer a brief hand-over of all the project officially and introduce the new official to claimants.

- **Service quality**

Service quality can be obtained through the implementation of the above-mentioned constructs, meaning to achieve satisfactory quality service, the CRLR needs to ensure that its main focus is based also on (1) customer focus, (2) effective communication, (3) customer satisfaction and (4) organisational culture to be able to achieve total quality management as a strategic tool.

The CRLR needs to ensure that every claimant is important at the commission and receives the same quality of service without any discrimination regarding whether you are from the royal family or an underprivileged family, employed or unemployed. The CRLR deals with elderly people daily so in that case, building facilities should be more accommodating to them or any other claimants as well as equipment used. Organisations need to ensure that elevators are there for the elderly or disabled people who cannot use stairs and have a back-up generator in case of emergency, which will show claimants that the organisation aims at delivering quality services at a comfortable state and the action will lead to claimants' satisfaction.

Offices and boardrooms should be human friendly for both employees and claimants especially concerning the Covid-19 pandemic, which means ventilation and emergency exits should be accessible for employees and claimants' safety. The CRLR should provide employees with equipment that will enable them to work efficiently and effectively because the quality of service is created from the employees' satisfaction, which leads to claimants' satisfaction. Equipment involves comfortable chairs and table, printers, office phones and cell phones for field-work, field gear, stationery etc. The CRLR must know that the level of facility quality should be in a good or excellent state as it involves people's health and life.

Lack of punctuality by employees could appear unethical to land claimants such as being disrespected or undermined, and therefore it is very important to be punctual at every meeting. Punctuality, as indicated by Okland and Olsson (2021), is a key element in the quality of service as it often creates customer satisfaction and will reduce complaints from the land claimants. Punctuality is taken for granted by most individuals and is one of the most important criteria that develop the quality of service. In this case, there is no such thing as African time when dealing with clients. Time-frames for land restoration need to be considered by the CRLR and should be taken seriously. Supervisors need to ensure that time-frames for projects are complied with.

The other reason for land claimants' dissatisfaction, which causes poor service delivery, could be that there are limited staff at the organisation, and therefore the solution to the problem is that there should be more recruitment of staff at the CRLR to reduce complaints and increase claimants' satisfaction.

5.4 Future research prospects

This study investigated the total quality management as a strategic tool in service delivery; the case of land claimants in Mahikeng. Therefore, further research prospects to be considered are as follows:

- The imperative role of employees in service delivery to land claimants using a TQM approach.
- The best practice of Customer Relationship Management (CRM) and Total Quality Management (TQM) implementation strategies in small enterprises.
- The significance of TQM in the management of private healthcare services in the North West Province.
- The impact of Covid-19 on the quality of service provided to customers at traffic departments in South Africa.
- The influence of reward systems on employees' performance based on the TQM strategy.

5.5 Limitations of the study

There were numerous limitations during the executive of this study and these are as follows:

- Finding the most recent information from secondary data sources on the subject was a challenge because of the necessity of secondary data sources on total quality management used as strategic tool in public organisation, the implementation of TQM principles in service delivery to land claimants.
- The data collection component: A total sample of 159 responses were obtained and ideally a larger number should have been included in this study, which was partly because of budget and time constraints.

5.6 Conclusion

This chapter served as the conclusion, implications and recommendations based on the framed secondary objectives survey used as an instrument to collect data from the land claimants and it

highlighted various aspects conversed in the previous chapters. Most participants were residing in Mahikeng, while other participants resided in the Ditsobotla, Ramotshere Moiloa Ratlou and Tswaing districts.

The results indicated that the majority of participants scored average regarding the effective community, customer focus, customer satisfaction and service quality, and scored poor levels regarding the organisational culture. In addition, the results of this study can assist the CRLR management on how to improve the quality service that will enhance land claimants' satisfaction. This study has confirmed the significance of a total quality management strategy in the organisation when implemented well for improving the quality of service provided to clients (claimants).

Finally, this chapter presented the recommendations for the CRLR and other organisations who render services to their various customers, which could also make use of them for potential future research.

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QUESTIONNAIRE

Total quality management as a strategic tool in service delivery

Dear Valuable Respondent

The researcher, **Tshiamo Mahatlhe, (Student No. 21510679)** is a Master student in Business Management at the **North-West University in South Africa**. In partial fulfilment of the requirements of a degree programme, the researcher is required to undertake a master research project. I am gathering data on the importance of total quality management as a strategic tool in service delivery

The purpose of the research project is to examine the importance of total quality management as a strategic tool in the management of service rendered to land claimants in the North-West Province of South Africa, hence your contribution is highly valued and appreciated. As part of this study, you have been selected to take part in the research. All responses are confidential and no personal questions (e.g. name, address, employee number) are included the questionnaire will take about 10-20 minutes. Participation in this study is voluntary.

All answers given during this exercise will be highly valued and shall be treated with the strictest confidence and will solely be used for academic purposes. With your permission, the researcher hereby asks you to objectively complete the questionnaire. By completing this questionnaire, you give consent that this information may be used for research purposes.

If you have any queries that we have not addressed and would like to discuss these with us, please do not hesitate to contact us.

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Contact: +27834692401(cell).

Dr A Litheko
Email: 16513207@nwu.ac.za
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SECTION: A (DEMOGRAPHICS)

Please answer the questions in this section by marking with a cross (X) in the box that corresponds to your answer:

1.	Gender					
2.	Age			3.	Marital status	
	Up to 20				Single	
	21 – 40				Married	
	41 – 60				Divorced	
	Above 60				Widow/widower	
4.	Language			5.	Occupational status	
	Tswana				Student	
	Afrikaans				Employed	
	Pedi				Own business	
	Zulu				Unemployed	
	Other				Other:	
6.	Please indicate the name of the municipality where you reside.					
	Ditsobotla	Mahikeng	Ramotshere Moiloa	Ratlou	Tswaing	
7.	How long have you waited before the land can be restored to you					
	Within a year					
	Within 3 years					
	Within 5 years					
	Within 10 years					
	More than 10 years					

SECTION: B

The researcher used the previous scales because it already been validated.

Please rate your level of agreement in terms of the following statement on a scale of 1 – 4, whereby 1 indicates “Poor” and 5 indicates “Excellent”.

• EFFECTIVE COMMUNICATION

Statement		Poor	Average	Good	Excellent
1.	Employees regularly communicate with its claimant?	1	2	3	4
2.	Employees communicates with customers only in the claimant chosen language	1	2	3	4
3.	Employees encourages claimant to communicate their	1	2	3	4

	ideas and opinions to the department				
4.	Department never take actions without first communicating with the claimants	1	2	3	4
5.	People in my community think highly of the department	1	2	3	4
6.	Department has a good reputation in my community	1	2	3	4

• **CUSTOMER FOCUS**

Statement		Poor	Average	Good	Excellent
1.	The employees give prompt service to claimants	1	2	3	4
2.	The staff always willing to assist claimant	1	2	3	4
3.	The staff is never too busy to respond to claimant requests	1	2	3	4
4.	The staff understand claimants specific need	1	2	3	4
5.	The department continuously monitor claimant experience through complaints or compliments	1	2	3	4

• **CUSTOMER SATISFACTION**

Statement		Poor	Average	Good	Excellent
1.	The quality of department facility is good	1	2	3	4
2.	The employees at the department are efficient and good at their job	1	2	3	4
3.	It is important to me that department measures customer satisfaction on an ongoing basis	1	2	3	4
4.	In general, I am satisfied with the service rendered to me by the department	1	2	3	4

• **ORGANISATIONAL CULTURE**

Statement		Poor	Average	Good	Excellent
1.	Department promotes a strong sense of shared purpose and values with clients	1	2	3	4
2.	Department is known for making commitment to claimants and keeping them	1	2	3	4
3.	Department listen and values feedback from claimants	1	2	3	4
4.	Department has a reputation of being trusted and having claimant's best interest	1	2	3	4
5.	Department promotes a culture of trust with claimants among its employees	1	2	3	4
6.	Department is always honest with me	1	2	3	4
7.	Overall, I feel the department is trustworthy	1	2	3	4

• **SERVICE QUALITY**

Statement		Poor	Average	Good	Excellent
1.	Department pay attention to claimants' attitudes and complaints to the provision of quality service	1	2	3	4
2.	Department deliver its service at the time it promised	1	2	3	4
3.	Service quality and efficiency provided by department is good	1	2	3	4
4.	The service that I receive at the department had a good quality	1	2	3	4

SECTION: C

Do you have any suggestions on how customer satisfaction can be improved at the Commission on Restitution of Land Rights?

Thank you for your participation.

ITEM SCALES

Effective communication

Maphakisa 2014	Current study
1. ABSA business bank regularly communicates with its clients	Employees regularly communicate with its customer
2. ABSA business bank communicates with clients only in the client chosen language	Employees communicates with customers only in the customer chosen language
3. ABSA business bank encourages clients to communicate their ideas and opinions to the bank	Employees encourages customers to communicate their ideas and opinions to the department
4. ABSA business bank never takes actions without first communicating with its clients	Department never take actions without first communicating with its customers
Meal & Asford 1991	
5. People in my community think highly of this school	People in my community think highly of the department
6. This school has a good reputation in my community	Department has a good reputation in my community

Customer focus

Devnarrian 2011	Current study
1. The staff give prompt service to customers	The employees give prompt service to customer
2. The staff always willing to help customers	The staff always willing to help customer
3. The staff is never too busy to respond to customer requests	The staff is never too busy to respond to customer requests
4. The staff understand students' specific need	The staff understand customers specific need

Maphakisa 2014	
5. ABSA business bank continuously monitor clients experiences through complaints or compliments	The department continuously monitor customer experience through complaints or compliments

Customer satisfaction

Sánchez-Fernández et al. (2017)	Current study
1. The quality of university facility was good	The quality of department facility is good
2. Administrative and service staff at this university were efficient and good at their job	The employees at the department are efficient and good at their job
3. In general, you're satisfied with you are satisfied with your decision to study at this university	In general, I am satisfied with the service rendered to me by the department
Madubanya 2015	
4. It is important to me that metropolitan measures customer satisfaction on an ongoing basis	It is important to me that department measures customer satisfaction on an ongoing basis

Organisational culture

Maphakisa 2014	Current study
1. Absa business bank promotes a strong sense of shared purpose and values with clients	Department promotes a strong sense of shared purpose and values with clients
2. Absa business bank known for making commitment and keeping them by clients?	Department known for making commitment and keeping them by customers
3. Absa business bank listens and values feedback from clients	Department listen and values feedback from customers
4. Absa business bank has reputation of being trusted and having client's best interest	Department has a reputation of being trusted and having customer's best interest

5. Absa business bank promotes a culture of trust relationship with clients among its employees?	Department promotes a culture of trust with customers among its employees
Ennew C & Sekhon H (2007)	
6. My bank is always honest with me	Department is always honest with me
7. Overall, I feel my bank is trustworthy	Overall, I feel the department is trustworthy

Service quality

Maphakisa 2014	Current study
1. ABSA business bank pay attention to employee's morale, attitudes and perceived obstacles to the provision of quality service	Department pay attention to claimants' attitudes and complaints to the provision of quality service
Buzuzi 2002	
2. How do you rate the bank's speed of delivery of service?	How do you rate the department's speed on delivery of service
Devnarrian 2011	
3. Varsity college should deliver its service at the time it promises to do so	Department deliver its service at the time it promised
Sánchez-Fernández <i>et al.</i> (2017)	
4. Service quality and efficiency provided by this university were good	Service quality and efficiency provided by department is good
5. The academic education that you received at this university had a good quality	The service that I receive at the department had a good quality



**agriculture, land reform
& rural development**

Department:
Agriculture, Land Reform and Rural Development
REPUBLIC OF SOUTH AFRICA

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INDEMNIFICATION BY MS TC MAHATLHE TO THE GOVERNMENT OF SOUTH AFRICA THROUGH ITS DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Whereas I, the undersigned, requested permission to conduct research in the Department of Agriculture, Land Reform and Rural Development (the Department);

I understand and agree that the Department has granted permission that I may conduct research subject to the under-mentioned conditions:

I may not disclose to any unauthorised person confidential or secret information of whatever nature, which comes to my knowledge as a result of my research, either by word of mouth, telephonically, by means of an interview or by means of me receiving or reading notes, documents or letters, without prior written permission of the Acting Deputy Director-General: Corporate Support Services ((A) DDG: CSS), or an official duly authorised by him or her.

If I am in any doubt as to whether I may use or refer to information gathered in the Department during my research I shall first obtain the written permission of the (A) DDG: CSS.

I agree to assume all risks relating to me conducting research in the Department and I indemnify the Department against the following:

- a) Claims arising from my death or any personal injury I may suffer while on the Department's premises or while in any way busy with the research referred to herein.
- b) Claims for the loss of any personal property I may suffer while on the Department's premises or while in any way busy with the research referred to herein.

INDEMNIFICATION BY MS TC MAHATLHE TO THE GOVERNMENT OF SOUTH AFRICA THROUGH ITS DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Initials: T.C Witnesses: 1. L.S. 2. KA-

- c) Claims by any third party (including, but not limited to, employees or contractors of the Department and members of the public) as a result of any act or omission on my part while on the Department's premises or while in any way busy with the research referred to herein.
- d) Claims by any third party (including, but not limited to, employees or contractors of the Department and members of the public) as a result of the publication by me of any information I obtained from the Department

I understand and accept that the Department may at any time withdraw the permission to me to conduct research in the Department, without the giving of reasons.

When on the Department's premises I must have in my possession a copy of the letter giving me permission to conduct research in the Department, and I must produce it to any employee of the Department requesting the letter.

SIGNED AT MABATHU THE 21ST DAY OF OCTOBER 2020



 SIGNATURE

WITNESSES:

- 1. L.S. Buthe
- 2. Agnes Molefwa

To whom it may concern

Cecile van Zyl
Language editing and translation
Cell: 072 389 3450
Email: Cecile.vanZyl@nwu.ac.za

3 November 2022

Dear Mr / Ms

Re: Language editing of dissertation (Total quality management as a strategic tool in service delivery: Land claimants in Mahikeng)

I hereby declare that I language edited the above-mentioned dissertation by Tshiamo Mahatlhe (student number: 21510679).

Please feel free to contact me should you have any enquiries.

Kind regards



Cecile van Zyl

Language practitioner

BA (PU for CHE); BA honours (NWU); MA (NWU)
SATI number: 1002391