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# Midlands State University



**Faculty of Social Sciences**

**Department of Politics and Public Management**

DESSERTATION TOPIC: THE EFFECTS OF IMPLEMENTING QUALITY MANAGEMENT SYSTEMS (QMS) ON THE PERFORMANCE OF PARASTATALS IN ZIMBABWE- THE CASE OF ZIMBABWE POWER COMPANY (MUNYATI STATION).

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**Dissertation submitted in partial fulfilment of the requirements of the Bachelor of Social Sciences Honours Degree in Politics and Public Management.**

**2016**

**Academic Supervisor: Mr A. Chilunjika**





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**APPROVAL FORM**

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# MIDLANDS STATE UNIVERSITY

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**DEGREE PROGRAMME:** Bachelor of Science Honours Degree in Politics and Public Management

**YEAR GRANTED:** 2016

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## ABSTRACT

The key calling of any parastatal in Zimbabwe is to pursue public interests, parastatals are tasked with the duty to provide services that benefit the public in the long-term. In the 21st century Zimbabwean parastatals have been the country 's bane, draining the fiscus while failing to perform the functions for which there were set out to do. In 2013 the Auditor General Mildred Chiri outlined that parastatals operate in red, continuously bleeding the fiscus and in most instances failing to adequately provide the services which they are set for. To improve public backing and confidence, parastatals are now under the commitment to fasten their belts to sustain the fundamentals of excellent pursuit for public interest. Alongside ZIMCODE which advocates for good corporate governance associated with a set of systems, principles and processes by which parastatals should be governed, a number of parastatals also adopted Quality Management Systems, hereinafter QMS. Standards Association Of Zimbabwe (2013) posits that the adoption of Quality Management Systems is a strategic decision of an organisation and is influenced by the need to demonstrate its ability to consistently provide product and services that meets customer and applicable statutory and regulatory requirements, the entity will also strive to satisfy customers by way of properly implementing the principles of QMS which include continual improvement which guarantees customer satisfaction. The researcher made use of Zimbabwe Power Company Munyati Power Station as a case study because it is one of the parastatals which was certified to have adopted and implementing QMS. According to the 2015 annual report of Zimbabwe Power Company Munyati Power Station, the organisation was endorsed by Standards Association Zimbabwe to be using QMS requirements in November 2014 and the motive behind was to improve performance by enhancing customer satisfaction and better service delivery. Nonetheless there is no much improvement to write home about in the Zimbabwean parastatals despite adopting Quality Management System thus this study seeks to unravel why the intended benefits of Quality Management Systems are not being realised. The researcher used both quantitative and qualitative methods of data collection as he used structured questionnaires and unstructured interview questions to obtain the data which was going to bring about the objectives of the study research such as exploring the elements and applicability of Quality Management Systems in Zimbabwean parastatals, analysing the factors for the implementation of Quality Management, to assess the factors hindering the implementation of Quality Management Systems and to proffer recommendations for the enhancing the implementation of Quality Management Systems in Zimbabwean Parastatals. The research findings reviewed and concluded that Quality Management Systems is applicable in Zimbabwean parastatals and can enhance the performance of parastatals if properly implemented, the study also unearthed that the intended benefits of Quality Management Systems are not being fully realised in Zimbabwean parastatals mainly because of bureaucratic interventions and obsolete machinery. The study reviewed that there are other measures that must be put in place to reinforce any hopes of fully realising the intended benefits of Quality Management Systems such as adopting New Public Management, privatisation and others. The Zimbabwean parastatals are recommended to adopt New Public Management which does not allow the interference of bureaucratic people like ministers and politicians in the day to day running of parastatals. There are also other recommendations such as privatising some of the parastatals.

## Declaration

This is to certify that this project entitled: **The effects of implementing Quality Management Systems (QMS) on the performance of parastatals in Zimbabwe: The case of Zimbabwe Power Company Munyati**, which is submitted by me in partial fulfilment of the requirements for award of a Bachelor of Science Honours in Politics and Public Management Degree by the Midlands State University, comprises only my original work and due acknowledgement has been made in the text to all other material used.

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## **ACKNOWLEDGEMENTS**

Special thanks unto God for giving me the strength and ability to carry out this study. Distinct acknowledgement also goes to my supervisor Mr Chilunjika for the aid provided during the course of the study. I do extend my gratitude to the department of Politics and Public Management staff and Zimbabwe Power Company and staff for the services rendered which include cooperation in making the research topic a success and their valuable time they spared. I am awfully indebted to the following individuals through their tireless efforts managed to have their assistance in areas of relevance and required aid: Mr N Gwariro, Mr T Mngangwa and wife, Mr U Guvava, Engineer M. Kwenda, Mr E. Ndanga, Mr I Chaka, Mrs Zuze, Miss M Viriri, Miss M Mhondiwa, Miss S Mahaka and Mrs P Chirimuutsi, Reverend C Nzegwu and husband, Pastor G Makwakwa and wife..Many thanks to my brothers Ashford Mariga and Innocent Njobo as well as my friend Abigail Gukushu.

I would like to take this opportunity once again to thank my parents Mr and Mrs Njobo for the moral guidance and financial support I received from them may God bless them abundantly.

## **DEDICATION**

I dedicate this study through the support of my parents Mr and Mrs Njobo and to my siblings Innocent, Clemence and Givemore Njobo.

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## **ABBREVIATIONS**

CSC-	Cold Storage Company
DMB-	Dairy Marketing Board
DZL-	Dairiboard Zimbabwe Limited
EU-	European Union
GMB-	Grain Marketing Board
GMO-	Genetically Modified Organism
HIPC-	Highly Indebted Poor Country
ISO-	International Organisation for Standardisation
MDG-	Millennium Development Goals
NRZ-	National Railways of Zimbabwe
NPM-	New Public Management
PSMAS –	Premier Service Medical Aid Society
QMS –	Quality Management Systems
RBB-	Results Based Budgeting
RBM –	Results Based Management
RBPPS-	Results Based Personnel Performance System
SAZ-	Standards Association Zimbabwe
TI-	Transparency International
WTOM-	World Trade Organisation Members
ZANU PF -	Zimbabwe African National Union Patriotic Front
ZBC –	Zimbabwe Broadcasting Corporation
ZESA-	Zimbabwe Electricity Supply Authority
ZIMASSET-	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZIMCODE -	Zimbabwe Corporate Governance Code
ZMDC-	Zimbabwe Mining Development Corporation
ZPC-	Zimbabwe Power Company
ZRP –	Zimbabwe Republic Police

# 1 CHAPTER: INTRODUCTION

This chapter seeks to introduce the aim of the study by exploring the background of the study, the chapter will also outline the statement of the problem by tracing the historical development of the problem as well as placing the problem in its historical context. The chapter will endeavour to trace the introduction of Quality Management Systems globally and highlight factors that led to establishment of Quality Management Systems in Zimbabwe using Zimbabwe Power Company Munyati Power Station as a case, the chapter will also highlight research objectives, research questions, the justification of the study, delimitations of the study, limitations of the study, solutions to the study, structure of the study as well as the summary of the chapter.

## 1.1 BACKGROUND OF THE STUDY

Herald (2015) reported that after attainment of independence in 1980, Zimbabwe inherited and environment in which the parastatals contributed more than 60% of the country's Gross Domestic Product, the served more asserts than liabilities. Some of the parastatals were huge employers. An example is the National Railways of Zimbabwe (hereinafter NRZ). NRZ grew to phenomenal levels and became an employer of choice for many people, further it became a major player in the provision of accommodation, building houses for its employees in many cities. Many companies were also formed to feed directly or indirectly into NRZ. This was not the only parastatal which was performing well. The Grain Marketing Board (hereinafter GMB) was once every farmer's choice. It used to buy grain from across the country. In some cases, as a way of supporting rural farmers, GMB even used to provide transport to ferry the grain to its depots. It was the dream of every farmer to receive a cheque from GMB at the end of each selling season. It was a mark of approval for a successful season. It never took ages to get payment from GMB after delivering the grain. In most cases once the grain was delivered it was common knowledge those who would have delivered the maize would come back home with the cheques. Herald (2015) goes on to say for cattle farmers, the Cold Storage Company (hereinafter CSC) was one wonderful hunting area. Once your cattle were delivered there then you would smile all the way to the bank. Rukuni (2011) has it that Air Zimbabwe was the pride of the country and it won many accolades for its service and was more pronounced for carrying the flag of the country across the globe. It became the face of Zimbabwe outside its borders and air travellers were happy to be associated with the airline. There were many other parastatals which used to provide efficient and wonderful services. These parastatals were also important for the Government but most importantly to general populace, the major stakeholders of these parastatals, the customers and would be called in to carry out their duties whenever called to. The GMB for example would ensure that when there was a drought, it would be ready with reserves to feed the nation. Darwuzi (2013) posits that in the first decade after Zimbabwe attained its independence, there was a well-coordinated affair and almost every parastatal was doing its duty to balance between its workers, its clients and its major shareholder-the public.

Sadly, such services from Zimbabwean parastatals have become just part of our history. Most of these companies have become a laughing stock. Most of the parastatals are literally perched on rocks. Their services have deteriorated to unacceptable levels. Mandaza (2013)

has it that most of Zimbabwean parastatals are dying a natural death and sooner rather than later they may become history. Not only history but like old cars which sometimes turn into breeding grounds for rats and snakes, some of these dying parastatals have become problems to the Government and the country at large. They are doing nothing except begging for money from the Government as well as letting the public down. If one looks at NRZ, workers can go for months without payment but above all it has literally stopped serving the public. The company has lost most of its customer's loyalty. It never used to be like this. Companies used to queue to get their goods railed.

As for GMB, it is even worse. ZBC (2016) reported that in February 2016 workers have staged demonstrations at the company headquarters for countless times over unpaid salaries to make situations worse farmers who delivered their maize many seasons ago are still waiting for their payments. The Herald (2014) has it that Air Zimbabwe has cut most of its regional and international routes and that one will be lucky to arrive on time even on the few local routes they are still operating, the parastatal's market is being eaten by new airlines. Makore (2006) argues that private buyers and abattoirs have sprouted across the country. Farmers have not stopped cattle rearing and people have not stopped eating meat. The cattle are being slaughtered by private abattoirs as there is no hope for dying CSC. This is just to show that the business that these parastatals must provide is there but the companies simply do not have the capacity to carry out their mandates.

After considering options that are in the basket such as privatisation as was done to Dairiboard Zimbabwe, listing off struggling parastatals and also formulation of policies such as Zimbabwe Agenda for Sustainable Socio-Economic transformation and Zimbabwe Corporate Governance Code (hereinafter ZIMASSET and ZIMCODE) which demands the application of good corporate governance to enhance successes of parastatals, some parastatals such as Zimbabwe Trade (ZIMTRADE), Kariba South Power Hydro Power Station, Hwange Colliery Company together with Zimbabwe Power Company Munyati Power Station have adopted ISO 9001:2008 Quality Management Systems as a way of avoiding to be shells and idle assets as well as a way of improving the processes of their services and products which will have a direct bearing on customer satisfaction.

Garvin (2012) states that Quality Management Systems can be used as a footing to guide an organization's performance improvement. They were developed and updated by international experts of International Organisation of Standardisation (ISO), which is responsible for developing and maintaining ISO's quality management standards. Global Quality village (2016) has it that the main aim of QMS is to produce services that meet customer expectations as well as their requirement. It is a business norm that good reputation is accomplished when a business organisation captures and maintain customer confidence. Every aspect of customer care provides an opportunity to create more customer value. Being equipped with the needs of customers will also contribute immensely in the growth of the organisation.

Ali (2006) states that the history of quality management can be traced all the way back to The Middle Ages. Work completed by journeymen and apprentices were evaluated and inspected by the skilled worker to ensure that quality standards were met in all aspects of the finished product, ensuring satisfaction of the buyer. Ali (2006) goes on to say that while the history of quality management has gone through a number of changes since that time, the end goal is still the same “Quality” in which International Organisation of Standardisation (ISO) defines as “The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs” and in simpler terms “Quality” refers to the ability of a product to conform to customer and statutory needs as well as meet regulatory requirements.

Yadavilli (2009) has it that it was during the 1920’s when quality management systems, as we know them today, started to surface in Japan. While the focus of quality management was still on the end product, it was the first time that statistical theory was applied to product quality control. Product quality control was determined through inspections. This involved measuring, examining and testing the products, processes and services against specific requirements to ensure that each element adhered to set standards and guidelines. Dzehone (2013) states that the idea of Quality Management System as a management principle was introduced in Zimbabwe in 2008 when the ISO:9001: 2008 principles were published by International Organisation of Standardisation and Standards Association of Zimbabwe (hereinafter ISO and SAZ respectively) being the custodian of the implementation of Quality Management Systems.

Teo (2004) has it that since the evolution of QMS in Japan in the 1920’s the algorithm worked for quite some time. Over time, however, businesses began to grow and expand. More and more products were manufactured throughout the day. Companies started to experience difficulties in following through with quality control standards. It became evident that there was a great need for change and development. Change and development were brought forth during the 1940’s by industry leaders and experts like Edward Deming, Dr Joseph M Juran and Dr Genichi Taguchi and this would be the beginning of Quality Management as we know it today. CERCO Working Group on Quality (2000) outlines that Quality Management System can be seen as a complex system consisting of all the parts and components of an organisation dealing with the quality processes and products, it can be defined as the managing structure, responsibilities, procedures, processes, and management resources to implement the principles and actions lines needed to achieve the quality objectives of an organisation.

Nakeeb (1998) stressed out that the International Organisation for Standardisation is the mother body which sets yardsticks on expected international standards of a product. It is an international standard body that defines requirements for establishing a quality management system to control and manage organisational processes to better serve its customers. Standards Association of Zimbabwe posits that ISO is a worldwide federation of national standards bodies in which Zimbabwe is one of the members. According to ISO website Quality Management Systems main management principle is Quality Management Principle 1 which is Customer focus and Macheka (2004) has it that when an organisation prioritises its customers that will mean that the organisation will strive to produce products that’s will

satisfy the customer because these days customers have become increasingly quality conscious because of modernisation, globalisation and civilisation and the demand for such high quality standards increases daily. Macheka (2004) goes on to say that it is certainly true that the development and application of quality standards helps companies to better organise and synchronise their operations by documenting and making sure that their processes are efficient and effective by clearing out ambiguities and clearly defining goals of the company in order to enhance productivity thereby satisfy the customers.

With the above being said, the gesture taken by some of Zimbabwean parastatals to adopt Quality Management Systems as a noble and strategic decision but there is no much improvement in as far as service delivery is concerned. News Day (2013) has it that Zimbabwe Electricity Supply Authority(ZESA) can be applauded for being one of the parastatals in Zimbabwe which is still floating on top of the waters where as some parastatals like Grain Marketing Board and National Railways of Zimbabwe have drowned but there is still much to be done in order to satisfy customers, the public and looking in the case of Zimbabwe Power Company (Munyati Power Station) a subsidiary of ZESA, the parastatal is Quality Management Systems certified but according to ZPC Munyati Power Station's Control room Technician (2015) the station still it is producing only between 40% - 55% of its expected outcome which subsequently is not meeting customer needs. ZPC Munyati like other certified parastatals has fulfilled the Quality Management Systems requirements need by Standard Association of Zimbabwe hence certified but still parastatals like ZPC Munyati are not meeting customer requirements that mean that the effects of Quality Management Systems are not being fully realised. Rahmat (2007) argues that for any organisation to fully benefit from the implementation of Quality Management Systems there must be a combined effort and support from the management team to the work force and these human resources must be supported by efficient financial and machinery resources and this will make the QMS very easy to pay back the organisation because they will be continual improvement at the operational level of the organisation. The SAZ QMS requirements (2008) states that continual improvement in one of the seven principles of QMS which advocates that the organisation must constantly examine its resources if they are still effective and efficient and check if there is need to replace those that would have outlived their purpose.

The bureaucratic interventions in the strategic decisions and process of parastatals have also been witnessed in parastatals and in the case of Zimbabwe Power Company, bureaucratic interference has caused more harm than good, rather they have further plunged the parastatals into deeper crisis as reported by The Herald (2016) which published a story with the title *ZPC nails Minister, he pressured us to pay Chivayo \$5m. Businessman admits failure to raise guarantee*, it is the same minister whom The Standard (2016) reported that he ordered ZPC personnel to hire a Public Relations company fronted by ZANU Pf Deputy chairperson of Information who is also Highfield West Legislator, Psychology Maziwisa despite the fact that ZPC has its own Public Relations Department and the bogus company was siphoning out \$37 thousand United States dollars a month . Gutu (2016) had no kind words for these shenanigans being perpetuated by the bureaucracy in the day to day running of parastatal's business as he stated that Chivayo who had been given the \$400 million solar power tender

deal at Gwanda was a misguided school drop-out and ex-convict and the \$5 million pay-out that was given to him would have been used to refurbish the already struggling ZPC power stations such as Munyati Power Station and Bulawayo Power Station as they are operating on obsolete machinery and this would support the implementation of Quality Management Systems in the since that the new machines would support the principle of Continual improvement and this will mean that productivity will increase and customers will be satisfied at the end of the day since loadshedding will be reduced.

## 1.2 STATEMENT OF THE PROBLEM

Dzehone (2013) has it that the all Zimbabwean parastatals that are using Quality Management Systems as an effort to increase productivity thereby satisfying customers started to do so from 2008. Gumbo (2015) states that ZPC Munyati Power station adopted the use of Quality Management Systems in November 2014 and it was endorsed by Standards Association of Zimbabwe during the same year and by that time the production rate was 60-70 percent on monthly bases. After being ISO: 9001:2008 QMS certified by SAZ, ZPC Munyati Power Station made efforts to document, implement and maintain Quality Management Systems by establishing ZPC Munyati Quality Management Manual (hereinafter MQM-01-A1) which is meant to guide everyone from the managers to the workers in all department on how Quality Management Systems' goals can be attained. The MQM stresses out that ZPC Munyati Power Station's Quality Management System (hereinafter ZPC-QMS) identifies the processes needed for its operations such as the procurement of new machines to support continual improvement and it applicability throughout the organisation, the ZPC-QMS also determines the sequence and interaction of the above named primary processes. According to the MQM the ZPC-QMS also determines the criteria and methods needed to ensure that both the operation and management of the above named processes must be effective and these includes the procurement of machines in time since the production of electricity is an ongoing process and any delay will hinder the productions of electricity.

ZPC website (2015) confirmed that by June (2015) production of electricity had dropped from 60 to 70 percent per month in November 2014 to 55 to 60 percent per month whereas Zimbabwe Standard QMS- requirements (2008) outlines that the adoption of Quality Management on organisation is expected enable them not only to demonstrate the ability to constantly meet customer needs and applicable statutory needs as well as conform to the regulations but also increased customer value, improved customer loyalty, enhanced repeat business with other partners, improved status of the organization, increased revenue, expanded customer base and market share as well as enhance better service delivery but how ever this has been not the case in as far as better services delivery and customer satisfaction is concerned at ZPC Munyati Power Station, in fact production has been decreasing since before and after the certification of the organisation. Therefore, this study will be focusing on the effect of implementation of Quality Management Systems in Zimbabwean parastatals and aims to investigate and explore why parastatals are not improving their services delivery, why they are not satisfying customers and why their production and reputation are declining on a daily basis despite adopting Quality Management Systems as a management tool. The study also to explore the negative impact of bureaucratic interventions and obsolete machinery on the attainment of QMS goals.

### 1.3 RESEACH OBJECTIVES

The objectives of this research are as follows:

1. To explore the elements of Quality Management Systems in Zimbabwe's parastatals.
2. To analyse the factors necessary for the implementation of QMS at ZPC Munyati Power Station.
3. To examine the impact of QMS on the performance of ZPC Munyati Power Station.
4. To assess the factors hindering the implementation of QMS at ZPC Munyati Power Station.
5. To proffer recommendations for enhancing the implementation of QMS in Zimbabwean Parastatals
6. To examine factors that make QMS successful in private entities using BETA Holdings as a cross survey.

### 1.4 RESEARCH QUESTIONS

1. What are the elements of QMS in Zimbabwe's parastatals?
2. What are the factors necessary for the implementation of QMS at ZPC Munyati Power Station?
3. What is the impact of QMS on the performance of ZPC Munyati?
4. What are the factors hindering the implementation of QMS at ZPC Munyati Power Station?
5. What are the solutions for enhancing the implementation of QMS in Zimbabwean Parastatals?
6. What are the factors that make QMS successful in private entities looking at BETA Building?

### 1.5 JUSTIFICATION OF THE STUDY

At present, in Zimbabwe there are no initiatives in public management to reject a bureaucratic approach for the sake of an approach that aims at the improvement of the public sector functioning, solution of problems and fulfilment of the expected outcomes of Quality Management Systems. There is virtually no research that have been done on the issues relating to the preconditions such as the managers of the organisation being given autonomy, for any parastatal that will have decided to implement Quality Management Systems, thus this study focuses on whether QMS is worthy deploying on Zimbabwean parastatals or other hindrances must mitigated for the parastatals to fully benefit from QMS and enhance service delivery and satisfy customers. The findings of this research will provide reference material useful in public policy formulation on issues related to both intervention of the bureaucracy in the day to day functions of parastatals as well as the government encouragement for parastatals to implement Quality Management Systems.

Parastatals services delivery, reputation and customer satisfaction are elements which are deteriorating day by day within the Zimbabwean context despite the fact that some of them like ZPC Munyati Power Station are ISO: Quality Management Systems certified. This therefore means that there is need to investigate and keep a record track of what can be and cannot be done in order for Quality Management Systems to fully enable parastatals to satisfy customers at large and to enhance services delivery.

## 1.6 DELIMITATION OF THE STUDY

Leedy (2010) posits that delimitations are those characteristics that limit the scope and define the boundaries of your study. The delimitations are in your control. It must be stressed out that Zimbabwe Electricity Supply Authority (ZESA) has four subsidiaries which are Zimbabwe Electricity Transmission and Distribution Company (ZETDC), Powertel Communications, ZESA Enterprises and Zimbabwe Power Company. The researcher chose ZPC Munyati as a case of the topic under study over other parastatals and subsidiaries because it is ISO 9001:2008 QMS certified in 2014 that means the management and staff of ZPC Munyati are familiar with the subject under study besides being one of the few parastatals in Zimbabwe that are still functional.

## 1.7 LIMITATIONS OF THE STUDY

Leedy (2010) states that limitations are influences that the researcher cannot control. They are the shortcomings, conditions or influences that cannot be controlled by the researcher that place restrictions on the researcher's methodology and conclusions. The researcher found difficulties in terms locating and accessing of data from relevant organizations and relevant people such as the Managing Director, the implicated members of the bureaucracy like the Minister. Workers and their worker's committees also hesitate to disclose sensitive information because they fear victimization by the management and losing their jobs. Lack of prior research studies on Quality Management Systems in Zimbabwe which forms the basis of literature review also posed a problem to the researcher.

### 1.7.1 Solutions to the limitations

The researcher declared that the information that will be provided by the respondents was going to be treated in the strictest manner. The researcher also made sure that no respondent was going to write his or her name on the questionnaire, those whom the researcher interviewed were guarantee that their information was going to be treated in a confidential manner. The researcher was given a contract by ZPC Munyati Power Station for a month so as to enable him to fully unravel data that was going to answer to the research questions since literature review on the subject matter is limited.

## 1.8 STRUCTURE OF THE STUDY

The study will be structures as follows:

Chapter 1 will outline the introduction of the chapter, the background of the study, the statement of the problem, research objectives, research questions, justifications of the study, delimitations and limitations of the study as well as the structure of the study. The chapter will conclude by giving a brief summary of the chapter.

Chapter 2 which is mainly for literature review will focus on introducing the chapter, explaining the theoretical framework that influenced the study. The chapter will also explore the themes of the study. The chapter will also highlight the work that has been done by other researchers about the subject matter. The chapter will end by a summary of the chapter.

Chapter 3 will basically be looking at methodology that was used on the study, the chapter will begin by an introduction of the chapter then highlight on research design as well as sample selection. The chapter will outline the methods of data collection and also look into ethical considerations before a summary of the chapter concludes the chapter.

Chapter 4 will look at data presentation and analysis as this will be the chapter when the researcher outlines research findings and analyse them to answer research questions. The chapter will begin by looking at the introduction of the chapter. The chapter will then present the data and analyse it before the summary of the chapter concludes the chapter.

The study will end with chapter 5 which will be concluding the study as well as giving recommendations for the research findings. The chapter will begin by outlining the introduction of the chapter before the summary of the findings is presented. The chapter will also conclude on the findings. The chapter will also give recommendations on the phenomenon under study. The chapter will give an overall conclusion of the study.

## 1.9 CHAPTER SUMMARY

This chapter introduced the aim of the study by exploring the background of the study, the chapter also outlined the statement of the problem by tracing the historical development of the problem as well as placing the problem in its historical context. The chapter traced the introduction of Quality Management Systems globally and highlighted factors that led to establishment of Quality Management Systems in Zimbabwe using Zimbabwe Power Company Munyati Power Station as a case, the chapter highlighted research objectives, research questions, the justification of the study, delimitations of the study, limitations of the study, solutions to the study, structure of the study as well as the summary of the chapter.

## 2.1 INTRODUCTION

This chapter will focus on literature review. According to Dzehonye (2014) states that literature review can be explained as an abstraction of knowledge that will have been accumulated from others who would have already published the subject under study, he further posits that it a method that consist of evaluating and researching prose in the given subject area. This chapter will strive to unpack the concept of parastatals, giving the definition of parastatals as well as their characteristics. The chapter will also examine the factors that led to the creation of parastatals as well give an account of challenges being faced by parastatals. The chapter will also outline the concept of Quality Management Systems by giving its definition, the rational of adopting QMS as well as the challenges that can be faced in implementing QMS in the public sector. The chapter will look at the theoretical framework as well as giving case studies of other countries where QMS was adopted and implemented.

## 2.2 UNPACKING THE CONCEPT OF PARASTALS

### 2.2.1 Definition

Aizing (2009) states that a parastatal is a company or agency owned or controlled wholly or partly by the government, he goes on to say as in its definitional terms, it is challenging to define in its category, the level of ownership by the government that would explain the organisation to be regarded as state-owned since government also can also possess consistent stock without necessarily having any major interventions. Muju (2011) has it that a parastatal is a company or intergovernmental organisation that possesses political clout and is separate from the government but whose activities serve the state directly or indirectly. Mutanda (2014) stats that parastatals are frequently a result of corporatisation, a system of which government agencies are re-arranged as semi-autonomous corporate sectors. Babaita (2012) posits that parastatals are financially semi-autonomous bodies created by enabling laws called edicts or government fiats in the absence of edicts. Parastatals are created in some cases because their business cannot be efficiently carried out by the government and are also unsuitable or unattractive to private sector but basically they could all be classified into two groups, those providing essential social services and those that are commercial in nature.

### 2.2.2 Characteristics of parastatals

Jones (2006) has it that parastatals have become tools for some countries to better position themselves for the future in the global economy given increased global competition for finance, talent, and resources. It appears, however, that while existing parastatals are growing larger, their main function is to serve as state vehicles to provide services to its population. Mick (2012) supports the above sentiments by arguing that parastatals should not be purely evaluated only on the basis of financial results (the profit and loss account), but more widely on how they contribute to societal value creation, taking an integrated and holistic view of their impact on serving the general populace.

Jones (2006) stats that for a parastatal to serve as a catalyst for sustainable public value creation it must have the following characteristics which starts by being actively owned and managed by establishing a clear purpose and mission for the parastatal, linked to desired societal objectives and outcomes. This should then be communicated through dialogue between the parastatals managers, workers and the public. In this context, active

responsibilities and management requires that those undertaking those roles, particularly the board of directors and the executive leadership, fulfil the tests that are called the “4 Cs”: clarity, capacity, capability and commitment to integrity. In addition, state ownership status should be continually monitored and evaluated.

Jones (2006) further states that the parastatals must show high levels of being transparent and accountable through quality, timely and reliable reporting of the parastatal’s performance. This goes beyond financial reporting to integrated reporting, with the parastatal being role models for good reporting practices. This also aids in building trust between the government (owner) and the citizens and other stakeholders (including other shareholders). At the same time, the parastatals should leverage their external influence by co-creating value with other stakeholders in society and driving good growth, linked to its purpose, mission and strategic objectives.

### **2.2.3 Factors that led to the creation of parastatals**

Okada (1999) posits that in the first case we have to trace the notion of government, the government is assigned the duty of impartial umpire. The government is also tasked with the responsibility to enforce rules that are against societal assault which include robbery, fraud, and murder. Above all, all human relationships must be based on mutual consent and intentional interaction and exchange in other cases, the government is suppose to be active player in the affairs of the people by using its legitimised power of force to regulate how the members of the society must live, work, and associate with each other and it is through parastatals that government implement its policies.

In line with the above, Jones (2006) states that another important dimension of parastatals is the extent to which they are now a global force. Many, if not most, large parastatals are active internationally and engaged in trade, with some emerging country governments pursuing explicit policies of parastatals internationalisation.

### **2.2.4 Challenges faced by parastatals in Zimbabwe**

#### **2.2.4.1 Gross mismanagement**

Gundani (2015) said rampant corruption and mismanagement is a product of poor working systems and models in most parastatals as he said there is need to realign parastatals and make them more efficient and affective and that the Zimbabwean government need to disbundle some parastatals to make them leaner, because some of them are over bloated, they are too big and difficult to manage. Gundani (2015) said there is need for complete overhaul of the human capital in parastatals. Economist Global Capital head of research, Mugaga (2015) also said parastatal boards were littered with political appointees with no intention to deliver but line their own pockets.

Mutanda (2014) observed that the issue that retired military personnel are tasked in these important entities poses a fact that something must be addressed that is if the mandate of these organisation is aligned with the purpose of serving the people at large. The manner in which Zimbabwean parastatals are being managed exposes their incompetence. According to Mutanda (2014) has it that there are several yardsticks which can be useful in judging the tragic maladministration in Zimbabwean Parastatals. Grain Marketing Board general manager, Albert Mandizha, exposed that from late 2011 to early 2013, the entity has lost not

less than 10 million kilogrammes of maize, which as destroyed due to poor storage facilities. The funny part is that all this happened during the time when most areas of rural Zimbabwe were on food shortages. The website of GMB (2014) even explained that the loss was as a result of the entity's failure to get money to refurbish the existing silos. Mhandu (2013) acknowledges that the situation at GMB was made even worse as a result of looting

Mutanda (2014) has it that in 2012, the GMB used to pay farmers a total of two hundred and eight five United States Dollars for a tonne of maize yet it only costed between three hundred and eight United States Dollars to four hundred United States Dollars to import the same amount of maize from Zambia and South Africa. In most cases, farmers were not getting paid on time and sometimes would wait for years to get their money which clearly magnified how incompetent the Zimbabwean parastatals are. Mutanda (2014) goes on to explain that by the time of the rainy season in 2014, farmers were not yet paid for the maize they had delivered to GMB as far back as 2013. As a matter of compromise, farmers requested GMB to alternatively provide them with fertilisers if the money was not coming but nothing seemed achievable. Moreover, The Sunday Mail (2013) reported that during the time when GMB was suppose to employ more workers, it was the other way round as the intensity was reduced to only one thousand three hundred workers

Mutanda (2014) states that the Cold Storage Commission (CSC) is also a victim of gross maladministration and corruption. During the second decade after Zimbabwean independence, the Commission used to have thousands of cattle and served as an employer of not less than five thousand employees nationwide, but this now goes down as history. According to Nyamukondiwa (2014), the rate at which the cattle were being slaughtered per day was not less than five hundred but now it is only an average of fifteen beasts per day on the basis of service slaughter, that is when farmers bring their cattle for slaughtering and go back with meat but pay CSC an amount of twenty-five United States Dollars for using its resources such as the abattoir. Mutanda (2014) has it that in practice, CSC ceased to exist because its plants in Chinhoyi, Kadoma, Marondera and Masvingo no longer function with the dying hope only left at Bulawayo

#### 2.2.4.2 Unrealistic salaries and looting

The salaries and allowances which the parastatal bosses award themselves do not relate to the performance of their entities. Mutanda (2014) states that bearing in mind that most Zimbabwean parastatals are under heavy debts and employees could go for months without getting their salaries and on top, these parastatals have little to show in as far as better service delivery is concerned, as if it not enough the public toil all means out to get the funds they use to these parastatals, yet some top officials of these organisation reward themselves hefty salaries. Concluding from these and other factors as benchmarks, it is evident that the greediness has a fair share in the crumbling of the once vibrant parastatals.

Mutanda (2014) stated the Premier Service Medical Aid Society (hereinafter PSMAS) in 2013 when it was being let by Cuthbert Dube had a total debt of thirty-eight United States dollars which was suppose to be paid to service providers for medical services provided to its members. This was not reflecting the sky high salaries that the management received. As

shown by the table below, the group chief executive went home pocketing US\$230 thousand, the Group finance manager went home with US\$ 200 thousand, The Group operations executive went home with US\$ 122 thousand, senior directors went home with US\$60 thousand each whereas the middle managers pocketed US\$ 300 thousand.

**Table 2.1 Salaries at PSMAS in 2013**

<b>POST (POSITION)</b>	<b>SALARY AND ALLOWANCE IN US\$</b>
Group chief executive	230 000
Group finance manager	200 000
Group operations executive	122 000
Senior directors (8)	60 000 per director
Three middle managers	30 000, 22 000 and 15 000 respectively

Source: Herald (2014) accessed on <http://www.herald.co.zw/psmas-shock-salary-schedule/>

The nature of Zimbabwean parastatals does not naturally allow salaries such as of those at PSMAS considering that the poor services they deliver cannot raise such large amount of money. Mutanda (2014) argues that in December 2013, the greatest number of people did not access their salaries on time because of the liquidity crisis and the situation had not been improved in anyway. Gutu (2014) states that parastatals are closing and workers are struggling to make ends meet and worse still, the public has lost faith in these parastatals.

Herald (2014) also reported that the Zimbabwe Broadcasting Corporation (hereinafter ZBC) boss Happison Muchechetere was suspended for draining the entity of US\$40 thousand per month. Mugabe (2014) has it that when Happison earned more than US\$40 thousand, other workers of the same organisation went for several days without getting paid. It must be stressed that all these shenanigans happened by the time where only 20% of the Zimbabwean population only had access to the services of the corporation.

#### 2.2.4.3 Bureaucratic interferences

It is obviously detrimental to the parastatal's performance if members of the bureaucracy especially Ministers and the top political official misuse the parastatals for personal gain. Zhou (2013) stated that mulling over improvement of service delivery by Zimbabwean parastatals will be like flogging a dead horse considering that they are being run like tuck-shops of the top politicians.

To begin with, Mutambara (2013) stated that Zimbabwe has abundance of natural resources that if strategically used they can contribute more than 97 % of Zimbabwe's GDP. The above sentiments serve to show us that, if properly managed, the minerals in Zimbabwe can provide a better life for each and every Zimbabwean and above all help in the healing of the Zimbabwe's crippled parastatals. Given this background, New Ziana (2013) states that the Zimbabwe Mining Development Corporation (ZMDC) is tasked with a responsibility to invest, plan and coordinate mining projects on behalf of the state and to also engage in the

exploration and mineral benefiting programmes. The ZMDC held shares on behalf of the government in companies which include Mbada Diamonds and Anjin Diamonds

To add on, the effects of bureaucratic interference has also been witnessed in the case of Zimbabwe Power Company (ZPC), a subsidiary of Zimbabwe Electricity Supply Authority (ZESA) and the Minister of Energy Comrade Samuel Undenge on the issue of Gwanda solar project. The Herald (2016) under the story titled “ZPC nails minister, he pressured us to pay Chivayo US\$5m, businessman admits failure to raise guarantee” reported that Energy and Power Development Minister Dr Samuel Undenge reportedly pressured the Zimbabwe Power Company to pay Wicknell Chivayo’s Intratek Zimbabwe \$5 million in the absence of a bank guarantee to protect public funds. Share (2016) stated that documents in possession of The Herald show that Dr Undenge ignored a red flag raised by engineers in his ministry who argued that in as much as the project was urgent, there was need for ZPC management to “remain professional”.

The Herald (2016) recorded a ZPC official, speaking on condition of anonymity for fear of victimisation, who said they had refused to pay Chivayo from October last year.

*“We are being attacked for following a ministerial order,” said the official. “The problem started in October last year when Intratek brought invoices seeking payment for the pre-commencement works without a bank guarantee. We refused and insisted that we cannot go out of the contract. The impasse dragged on for months and several emails, which we have, on the performance guarantee, were exchanged between ZPC and Intratek. Things took a new twist when the Minister, as he always does every Monday, summoned Zesa officials in February and ordered them to pay Chivayo. Fearing for our jobs, we could not resist. If the Minister has a problem with what we are saying, let him deny this and it is time for truth because we have been hit left, right and centre yet our hands were tied.”*

It is the same minister which The Standard (2016) reported that he ordered ZPC to hire a Public Relations company fronted by Zanu Pf Deputy Minister of Information and also Highfield West Legislator Psychology Maziwisa despite the fact that ZPC has its own Public Relations Department. Gutu (2016) had no kind words for these shenanigans being perpetuated by the bureaucracy in the day to day running of parastatal’s business as he stated that Chivayo who had been given the \$400 million solar power tender deal at Gwanda was a misguided school drop-out and ex-convict and the \$5 million pay-out that was given to him would have been used to refurbish the already struggling ZPC power stations such as Munyati Power Station and Bulawayo Power Station.

#### 2.2.4.4 Infrastructure (obsolete machinery)

The Zimbabwe independent (2013) reported that the World Bank recently issued a report titled “Interim Strategy Note Supporting Economic Recovery for Inclusive Growth for the Republic of Zimbabwe” and among the many issues addressed therein is a focus on the abysmal deterioration of much of Zimbabwe’s infrastructure which precludes consistent and

effective provision to the services delivery of essential governmental entities, thereby intensively hampering attainment and continuance of services delivery wellbeing in Zimbabwe. Figure 1 in a clockwise sequence posits the Ambulance of Harare General Hospital, the Zimbabwe Republic Police vehicle and the Fire Brigade vehicle being pushed. The other picture shows one of the Aeroplanes that belong to Air Zimbabwe and clearly shows the extent in which the machinery in Zimbabwean parastatals has gone obsolete.

**Figure 2.1: comedy in Zimbabwe's state owned agencies**



Source: The Zimbabwe Independent (2013) accessed at

<https://www.theindependent.co.zw/2016/05/13/parastatals-monuments-failure/> on 23/06/16

Furthermore, The Zimbabwean Independent (2013) states that the World Bank report emphasises that the very negative state of Zimbabwean parastatals infrastructure is, or should be, of great concern and its enhancement is of critical importance for the attainment of substantial improvement of services delivery to be realised.

The Zimbabwean Independent (2013) unearthed many negatives of the prevailing infrastructural resources such as those which has caused gross inadequacy of energy generation, with the Zimbabwe Electricity Supply Authority only being able to supply little

more than half of the national need, due primarily to the aged, disrepaired and under maintained state of the power generation resources at Hwange, Kariba, and urban power stations. The Sunday Mail (2014) posits that Zimbabwe's electricity generation plants are experiencing major breakdowns due to obsolete equipment which is failing to cope with demand and this has resulted in increased load shedding countrywide. Available information shows that Bulawayo Power Station was shut down last Friday morning after its major boilers broke down. On the story titled "Zesa's obsolete equipment keeps the nation in dark" the Sunday Mail (2014) reports that the ZPC Bulawayo Power station was shut down on 5 June 2014 at 0000 hrs (midnight) due to insufficient boiler plants. Boiler 5 (is undergoing) gas passage cleaning. The boiler is due for statutory inspection. Boiler 6 is on standby, boiler 7 (9 and 10 are) on refractory repairs, boiler 8 is on tube leak repairs. According to Sunday Mail (2014) before the shutdown, Bulawayo Power Station was producing an average 20 MW at any given time against its potential of 120 MW and Hwange Power Station, which supplies 40 percent of national electricity and has a capacity to produce an average of 800 MW, is currently producing as low as 600MW.

Newsday (2012) reports that the Hwange Power Station has outlived its lifespan which explains the country's perennial power shortages. Mashakada (2012) states that one of the problems we have in the country is that we have two major power sources, Hwange and Kariba. Hwange is using coal, it is a thermal power station. He said he had a number of discussions with experts and they said thermal power stations are only useful before 25 years, and Hwange Power Station has outlived its usefulness and according to Zimbabwe Power Company website, ZPC Munyati was in stages between 1946 and 1957 that means it also fall in the same pipeline with Hwange Power Station.

The Zimbabwe independent (2013) states that a railways network that the World Bank assesses is currently operating at a level of approximately 15% of theoretical capacity due to the poor state and condition of more than 70% of the railways' network and the aged and derelict condition of much of the railway's rolling stock.

## **2.2.5 Advantages and disadvantages of parastatals**

### **2.2.5.1 Advantages**

Zizhou (2009) has it that the existence of parastatals has many advantages which includes the fact that the government controls the provision of strategic products to the citizens which is one of the primary responsibility of the government that is protecting its citizens even from hunger, inadequate health care systems, inadequate power and other basic commodities. Parastatals also provides products and services it cheap prices. Parastatals provides employment to the people at a large scale. Parastatals enjoy limited liability as well as implementing government policies. Noka (1999) has it that the other vital advantage of parastatals is that they provide sources of income to the government thus reducing tax burden to the citizens.

### **2.2.5.2 Dis-advantages**

Zizhou (2009) states that there is a plethora of disadvantages about parastatals which run from operating at below capacity because of mismanagement, corruption and ancient machinery. Zizhou (2009) goes on to say that there is political interference in parastatals that will obviously mean that the managers and workers at the parastatals will be forced to work

unprofessionally. Noka (1999) posits that parastatals are also expensive to maintain and run and also there is a lot of bureaucratic interventions which leads to further inefficiency.

## 2.3 QUALITY MANAGEMENT SYSTEMS

### 2.3.1 Definition

According to ISO (2015), Quality Management Systems (QMS) is a set of strategies, procedures and processes that are needed for executing production, development and better service delivery in a business area of an entity, meaning to say that the entity strives to satisfy customers, regulatory and statutory requirements

### 2.3.2 The rationale for adopting QMS

CERCO working group on quality (2000) states that QMS ensures that all requirements have been documented within the management system in the appropriate location in terms of defined specific system requirements. QMS also confirm that employees receive applicable training in the quality system requirements as well as the requirements of the organisational goals which is also called capacity building.

Inline with the above, the Zimbabwean Standard for QMS requirements (2008) states that QMS outlines performance processes, where applicable, to the quality system requirements as well as producing records or evidence that system requirements have been met. QMS also measure, monitor and report the extent of compliance with these performance procedures. ISO (2015) states that QMS should be adopted by an organisation which seeks to demonstrate its ability to consistently provide products and services that meets customer demands, the organisation will endeavour to aim the enhancement of customer fulfilment by means of an effective execution of the QMS system which include continual improvement of the system as well as making decisions that are based on concrete evidence.

### 2.3.3 The seven Quality Management Systems Principles

Bucha (2002) has it that one of the definitions of a “principle” is that it is a basic belief, theory or rule that has a major influence on the way in which something is done and in that regard. “Quality management principles” (hereinafter QMP) are a set of fundamental beliefs, norms, rules and values that are accepted as true and can be used as a basis for quality management. The QMPs can be used as a foundation to guide an organization’s performance improvement. They were developed and updated by international experts of ISO, which is responsible for developing and maintaining ISO’s quality management standards.

#### 2.3.3.1 Customer focus

Global quality village (2016) has it that customer focus if one of the QMP, it outlines that the most important aspect of QMS is to meet the requirements of customers thus it seeks to surpass expectations of the customer. The main reason behind this principle is that it provides a sustained success when the organisation maintains customer confidence which will have a bearing on customer loyalty. Every part of customer interface provides a platform for creating more worth for the customer. It is important to understand the current and future requirements of customers as feedback that will provide success to the organisation. According to ISO, the benefits of Customer focus as a principle are that it increases customer worth and loyalty

According to ISO, there are some actions in which the organisation must do in order to make sure that it adheres to the principle of customer focus and these include identifying direct and

indirect customers of the organisation as well as understanding their needs linking them with the role of the organisation.

#### 2.3.3.2 Leadership

Leadership is another principle encapsulated by ISO in QMP. The principle entails that there must be unity of purpose at all aspects of the organisation which will allow people to collectively engage in activities that will map the way in which the organisation should follow aligning the map with the quality objectives of the organisation. The main idea behind this principle is that there will be creation of unity of purpose and all the employees will be working in harmony.

For the organisation to fully benefit from this principle, there must be effective communication about the vision, mission, strategy, policies and processes of the organisation., sustained shared values, fairness and ethical models of the organisation must also be created. The organisation must also provide people with the required resources, training and authority to act with accountability and that it is also important for the organisation to inspire, encourage and recognize people's contribution.

#### 2.3.3.3 Engagement with people

Engagement with people is also another Quality Management Principle. According to ISO, it entails that workers will competently work if they are also empowered at all the levels all through the organization and this is essential to enhance its capability to produce and deliver value. The idea behind this principle is that it enables the management to manage an organization efficiently and effectively as it is imperative to involve all employees at all levels and to respect them as individuals.

The actions that must be taken to fully benefit from engaging with the people include the need to communicate with people to promote understanding of the importance of their individual contribution, the need to promote collaboration throughout the organization, the need to facilitate open discussion and sharing of knowledge and experience, the need to empower people to determine constraints of performance and to take initiatives without fear, the need to recognize and acknowledge people's contribution, learning and improvement, the need to enable self-evaluation of performance against personal objectives, the need to conduct surveys to assess people's satisfaction, communicate the results, and take appropriate actions.

#### 2.3.3.4 Process approach

Another principle stipulated by ISO on Quality Management Systems is called the process approach principle. The principles of continual improvement posit that that improved and quality results are obtained when the activities in the organisation are understood and managed as interrelated processes that function in a combined system. ISO has it that for an organisation to fully benefit from the principle of process approach it must clearly outline the objectives of the system and processes necessary to obtain quality results as a whole.

#### 2.3.3.5 Continual improvement

Another vital principle of Quality Management Systems under ISO is the continual improvement principle. The principle states that a successful organizations have an ongoing focus on improvement. The notion of continual improvement has it that improvement is

essential for an organization to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities.

According to ISO, like other principles to be fully realised, there are some actions which needs to be done on continual improvement which includes promoting establishment of improvement objectives at all levels of the organization. Educating and train people at all levels on how to apply basic tools and methodologies to achieve improvement objectives. Ensuring that people are competent to successfully promote and complete improvement projects. Developing and deploying processes to implement improvement projects throughout the organization. Tracking, reviewing and auditing the planning, implementation, completion and result of improvement projects.

#### 2.3.3.6 Evidence-based decision making

Another principle of QMS as outlined by ISO is the Evidence-based decision making principle which entails that decisions that are made within the organisation must be based on grounded decisions. The main objective of this principle is to make sure that the organisation is aware that decision making process can be a complex process which must always involve some uncertainty.

#### 2.3.3.7 Relationship management

Another principle is based on relationship management, this principle stipulates that for continual achievement, an organization must manage its interactions with concerned parties, such as suppliers, the motive behind this principle is that interested parties influence the performance of an organization. Continued accomplishment is more expected to be attained when the organization manages relationships with all of its interested parties to optimize their impact on its performance. Relationship management with its supplier and partner networks is of particular importance.

### **2.3.4 Challenges faced in the implementation of QMS in the Zimbabwean public sector**

#### 2.3.4.1 Expensive to implement

Macheka (2004) states that on average getting ISO QMS 9001:2008 certification costs up to not less than ten thousand United States Dollars for a small company and is suppose to be paid in SAZ which will also need additional payments for annual audits and QMS training.

#### 2.3.4.2 Obsolete machinery

According to ISO, one of the seven principles of QMS is continual improvement which entails that improvement is essential for an organisation to maintain current levels of performance to react to changes in its internal and external conditions and to create new opportunities. In this regard the Zimbabwean independent (2013) reported that the abysmal deterioration of machinery in the Zimbabwean parastatals precludes consistent and effective provision of service delivery thereby intensively hampering attainment and continuance of service delivery wellbeing in Zimbabwe.

Zinyoto (2016) states that it will be difficult for organisations like ZPC and ZIMTRADE to benefit as they expect from Quality Management Systems because of outdated machinery that is being used in the firms. Mukere (2012) has it that the those in charge of the Zimbabwean parastatals are failing to realise that the machines that were put in place during the colonial period where only meant to benefit a few minorities and they met the demands but after the

independence there was a wave of rural to urban relocation that means demand for power, water and transport increased yet the parastatals are still walking hands akimbo without adjusting to the demands by installing modern machines. From the above sentiments, it will be a dream far to be fetched to synergise the seven principles of QMS in order to fully realise the benefits of QMS, if one of the principles is not being supported because it also supports another principle until the whole process of QMS is complete.

#### 2.3.4.3 Bureaucratic interference

It is obviously detrimental to the parastatal's performance if members of the bureaucracy especially Ministers and top politicians abuse the parastatals to achieve their political ends at the expense of the struggling masses. Zhou (2013) stated that mulling over improvement of service delivery by Zimbabwean parastatals will be like flogging a dead horse considering that they are being run like tuck-shops of the top politicians. Alexina (2013) has it that bureaucratic intervention in an organisation undermines the vital principle of QMS such as the leadership principle which outlines that leaders at the organisation should establish unity of purpose, direction and create conditions in which workers are engaged in achieving the organisation's quality objectives. It is also the same leader which chose which direction the organisation should go, for example, adopting QMS.

Gutu (2016) states that these leaders also have authority to order the procurement of new machinery for support the principles of continual improvement as well as other principles but they cannot do so because their decisions are hijacked and undermined by the bureaucracy, instead the money which could be useful to support QMS can be given to bogus personnel as such was the case with Minister Undenge and his scandals which Chivayo and Maziwisa.

## 2.4 THEORETICAL FRAMEWORK

### 2.4.1 THE MISES THEORY ON BUREAUCRACY

The researcher made use of the Mises theory. Simandan (2009) states that the Mises Theory was postulated by Professor von Mises in 1944 and that the main thesis of Mises is that bureaucracy is merely a symptom of the real disease with which we have to deal and that the disease is excessive State domination and control. Bureaucratic intervention has been used by the researcher as a hypothesis on the effects of implementing Quality Management Systems on the performance of parastatals in Zimbabwe and why parastatals have very few to show off besides adopting such management systems. Carnins (2005) states that according to Mises, every manager at a parastatal is responsible for the efficiency of the entity, following the interests of customers and promoting better service delivery and the above sentiments serves to show us why the management of parastatals that have chosen to adopt Quality Management Systems, as Standards Association of Zimbabwe (2008) rightfully puts it that the motive behind implementing Quality Management Systems is the will to satisfy customers and enhance service delivery but these decisions are undermined by bureaucratic interference such as the Minister's orders. Carnins (2005) state that according to the Mises theory, bureaucracy is the unavoidable counterpart of interventionism and of the continuous extension of the state's hindrance of the any organisation business activities and of interference with the personal lives of citizens.

Mises (1988) states that bureaucratization is a process of transforming social relationships from contractual bonds to hegemonic ones, he goes on to argue that what differentiate the hegemonic bond from the contractual bond is the scope in which the choices of individuals determine the course of events. Carnins (2005) states that although Mises theory deals with human behaviour, it is not a behaviour theory, it can be understood as the study of human response to stimulus. Hayek (1993) states that Mises theory maintains that bureaucratic interference lead to the substitution of public satisfaction to individual ones and this has been seen as the major drive on why bureaucracy interferes with the day to day activities of parastatals, the intention is to enrich themselves. Carnins (2005) maintains that Mises theory does not devote too much time on the to the theory of property rights as they play a great role in the theory of bureaucracy but however pointed out that the basis of organisational property is undermined and service delivery progressively decays. By and large, the Mises theory abetted the researcher by identifying the disadvantages of bureaucratic interference in the running of parastatals business, rather if bureaucratic existence must be maintained, its business must be to provide resources and to check on the end product and not controlling the process as Mises (1998) asserts that bureaucratic management waste resources and generate losses and brings frustration to the populace because of its deficiencies. The theory influenced the research in the main sense that bureaucratic intervention has been used by the researcher as one of the hypothesis on why parastatals are not fully achieving the intended benefits of QMS and the Mises theory unravels these negatives of the bureaucracy.

#### **2.4.2 DEMING'S THEORY ON QUALITY MANAGEMENT**

The researcher also made use of Dr Edward Deming theory of Quality Management. Gunning (2003) posits that Deming's theory outlines quality management body of methodologies that are customer based and these amongst his famous 14 points of Quality management which are as follows:

1. Creation of constant purpose towards improvement of product and service aiming to become a competitive organisation and to stay in business and proving employment.
2. Adoption of a new philosophy that makes sure that the management is awoken to the challenge of the ever-changing business environment.
3. To shun from depending on inspection of the end product so as to archive quality.
4. To strive on ending the practice of rewarding business on the bases of tagging prices rather base your business of customer loyalty.
5. constantly improve the system of production to improve quality and productivity.
6. encourage on-job training.
7. Organise leadership in the organisation that will guide every process.
8. do not instil., everyone must work freely and effectively for the company.
9. Barriers must be broken between departments; people must be free to research from other departments.

10. slogans must be eliminated.
11. Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality.
12. Leadership must be capable.
13. implanting a very effective programme of education and self-improvement.
14. everyone must be put at work to accomplish the goals.

Gunning (2003) also asserts that it was Deming's 14 points, which were narrowed down to seven principles of Quality Management Systems. Edward Deming theory influenced the study in the sense that it provided the background of the origin of Quality Management Systems and it made it easier to the researcher to also know the characteristics of Quality Management Systems as well as unravelling the concept of its importance on an organisation.

## **2.5 COUNTRY EXPERIENCES OF QMS (CASE STUDIES)**

### **2.5.1 Malaysia**

Kok Fei (2003) has it that major Quality Management initiatives by the Malaysian government provided the opportunity to survey over 400 managers in twelve of the twenty-four government parastatals about the implementation and impact Quality Management System, and to compare agencies that won quality awards to those who have not. Managers from awards winning award-winning agencies gave higher ratings to their agency's implementation of Quality Management Systems, their agency head's emphasis on quality-related objectives and on quality leadership behaviours such as clear quality vision, quality trust, quality communication, quality involvement and quality encouragement. They also reported higher levels of quality innovation in their organisational structure as a result of a successful implementation of Quality Management Systems. The results support many of the prescriptions of Quality Management Systems proponents and public management experts on how Quality Management Systems in Public agencies enhance customer satisfaction.

### **2.5.2 South Africa**

James (2015) has it that QMS is arguably the most important piece of business system ever implemented in South Africa. He goes on to state that more than three hundred companies have also gained recognition by the National Accreditation Board (ANAB) because of the use of QMS in their management culture. Tailles (2015) also bolstered the above sentiments by stating that it is by no surprise that South Africa companies are gaining global recognition besides contributing to South Africa to be an economic hub of Africa, it is because of the use of Quality Management Systems.

### **2.5.3 Zimbabwe (private sector) BETA HOLDINGS**

According to the website of BETA Holdings website (2016), the entity adopted QMS in 2016 and since then they have shown commitment to excellent service delivery to their customers

and over the period the organisation as seen a wholesome change in the rise of customers and market share and the entity has since attracted many investors in Zambia where the organisation has opened a branch in the pursuit of being an internationally recognised organisation.

## 2.6 SUMMARY

This chapter focused on literature review. This chapter also unpacked the concept of parastatals, by giving the definition of parastatals as well as their characteristics. The chapter also examined the factors that led to the creation of parastatals as well give an account of challenges being faced by parastatals. The chapter also outlined the concept of Quality Management Systems by giving its definition, the rational of adopting QMS as well as the challenges that are being faced in implementing QMS in the public sector. The chapter looked at the theoretical framework as well as giving case studies of other countries where QMS was adopted and implemented.

### 3.1 INTRODUCTION

Chapter three details the research design. The chapter will also outline the mixed methods that were used by the researcher that is qualitative research method as well as quantitative research method. This section of the research describes the advantages and disadvantages of qualitative research method and quantitative research method. The chapter will also highlight the sample selection that was used by the researcher and also the methods of data collection that were used during the study. The chapter will also outline the methods that were used by the researcher to analyse data as well as giving an account of ethical consideration during the study.

### 3.2 RESEARCH DESIGN

Research design is defined by Kombo (2006) as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. Strauss (1999) views it as a plan to be followed to answer the research objectives or framework to solve the objective problem. Bhattacharjee (2012) has it that it is a comprehensive plan for data collection which is concerned with creating a blueprint of the activities to do in order satisfactorily answer the research questions. The design to be used is mixed methods that is to say that the researcher will use both quantitative and qualitative methods.

This research used mixed methodology, that is to say it used both qualitative and quantitative methods because it allows a holistic approach in unravelling the objectives of the study

#### 3.2.1 Qualitative method

Patton (2002) states that, qualitative designs are naturalistic to the extent that the research takes place in a real world setting. Qualitative research is an inquiry process of understanding based on methodological tradition of inquiry that explore a social or a human problem This method of research is also useful in the exploration. The basis of qualitative methodology lies in the interpretive approach to social reality and in the description of the lived experience of human beings. Qualitative research is very appropriate for studies that seek to explore, investigate, unpack, describe and stress the importance of context, setting and subjects

Peterson (2013) demean this type of research alluding to it being non-objective because the researcher interacts with respondents. Among the high criticisms on the type of research, it can be noted that this type of research methodology has the ability to focus on actual practice, looks at the interactions among participants and the ability to question the conventional wisdom surrounding the research cannot be avoided.

#### 3.2.2 Quantitative method

Creswell (1994) has it that quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques.

Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

Barros (2014) posits that quantitative research deals in numbers, logic, and an objective stance. Quantitative research focuses on numeric and unchanging data and detailed, convergent reasoning rather than divergent reasoning that is to say the generation of a variety of ideas about a research problem in a spontaneous, free-flowing manner. The researcher also used quantitative method to gather data using structured questionnaires as well as that data will also be collected in form of numbers and statistics, and will be arranged in tables.

### **3.2.3 Advantages of using mixed method**

Less (2002) has it that mixed-methodology research begins with a qualitative observation of an event or phenomenon which offers the opportunity to provide subtle details that outline a problem. The method then uses a quantitative tool, like a survey, to validate or invalidate observations made during the qualitative phase. This approach relegates qualitative analysis to an exploratory tool and doesn't maximize quantitative analysis as a tool to both explore and define a problem and potential solutions. Less (2002) goes on to say that a single-method design might only include experiments to determine cause and effect regarding a specific issue. Conversely, it might only use observation to tell the story of why a problem has arisen. A mixed-approach design uses the strengths of both methodologies to provide a broader perspective on the overall issue. An experiment may reveal an anomaly that wasn't evident in observation, while observations provide nuances that can't be captured in multiple-choice surveys.

## **3.3 SAMPLING**

According to Orodho (2002) sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group. Bhattacharjee (2012) explains it as a statistical process of selecting a subset (called a sample) of a population of interest for purposes of making observations about that population.

### **3.3.1 Stratified random sampling**

The researcher employed stratified random sampling during the study. Alison (2013) argues that Stratified sampling refers to the sampling designs where the finite population is partitioned into several subpopulations, called strata, and sample draws are made independently across each strata. The researcher grouped the population of ZPC Munyati into five strata namely, the senior managers who are responsible for choosing to adopt management policies such as QMS, the middle managers who work hand in glove with the senior managers and supervisors in safeguarding the implementation of the policies such as QMS, the supervisors who oversee the contribution or workers, the skilled workers who have specific takes within the organisation and these are the one at the core face of implementing QMS as they work in different department which operate different processes in the aim to produce the main goal of the Power station, the production of electricity, the semi-skilled workers are those who have no specific tasks within the organisation but they contribute

immensely in supporting the skilled workers hence they indirectly contribute in the implementation of QMS.

The researcher came up with these strata in order to obtain estimates of known precision for certain subdivisions of the population by treating each subdivision as a stratum. Since sampling is done independently in each stratum, separate stratum estimates and their precision can be obtained by treating each stratum as a "population" in its own right. Some parts of the population called for different sampling procedures for example the researcher applied purposive sampling on the managers and middle managers to unravel information on why they chose to adopt QMS and have their overall view on the effects of QMS on the organisation since they are the highest local authority whom the progress of the Power Station is reported to.

### **3.3.2 Purposive sampling**

Barros (2014) has it that purposive sampling, also known as judgment, selective or subjective sampling, is a sampling technique in which the researcher relies on his or her own judgment when choosing members of population to participate in the study. The researcher shall personally distribute questionnaires to research participants through a purposive sampling on supervisors, middle managers and senior managers since they are the ones who are required by Quality Management Systems principles to demonstrate leadership and commitment with respect to the quality management systems by taking accountability for the effectiveness of Quality Management Systems, ensuring that quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the organisation in as far as better service delivery is concerned, the managers of an ZPC Munyati also ensures the integration of quality management systems into the organisation's business process, they also promote evidence-based decisions and also they ensure that the Quality Management System achieves its intended results that is better services delivery by enhancing customer satisfaction thus they serve as expects on the subject under study.

### **3.3.3 Probability sampling**

Churchill (1995) defines probability as a sampling technique where all members of the targeted population have an equal chance to be selected and included in a sample. The form of probability sampling to be used in this study is simple random selection. Respondents will be selected randomly from the population other than the managers. Simple random selection is when an equal chance of selecting each unit from the population under study. The strength of this method lies on the fact that equal opportunities are given for every person and every group in the strata. Simple random selection will be used to choose respondents from the strata designed by the researcher for the population of ZPC Munyati.

## **3.4 METHODS OF DATA COLLECTION**

### **3.4.1 Questionnaires**

Cooper (1995) define a questionnaire as a set of questions designed to gather data from sample respondents on the subject matter. Bhattacharjee (2012) defines a questionnaire as a research instrument consisting of a set questions intended to capture responses from

respondents in a standardised manner. The research questions shall provide a guide to the designing of the questionnaire. The questionnaire shall consist of both open ended and closed ended questions. The open ended questions shall provide a chance to gather qualitative data by giving enough room for the respondent to clearly outline his or her views. The closed ended questions will assist in soliciting for responses that will be easy to analyse in a quantitative analytical technique.

Considering the larger number of people that made up the sample size, the researcher saw it appropriate to use questionnaires. In using questionnaires, there are high chances of valid opinions because the researcher did not influence the respondents. Questionnaires also saved time because they were answered by many people at the same and short time. Moreover, informed consent and confidentiality was upheld.

#### **3.4.1.1 Justification for choosing questionnaires**

Leedy (1979) argues that when the researcher uses questionnaires there is high probability that the respondents would have made valid decisions since the researcher will not have direct influence over the respondents. Questionnaires give the respondents ample time to research and recall information that is required by the questionnaire

#### **3.4.2 Interviews**

Wagner (2002) defines interview as a process at there is an interaction between the researcher and the respondent about the subject under study. The interaction can be done on a face to face bases or over the telephone. The researcher used structured questions during the interviews.

#### **3.4.3 Document analysis**

Lessy (2012) has it that document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic. He goes on to say analysing documents incorporates coding content into themes similar to how focus group or interview transcripts are analysed. The researcher made use of public records such as the annual handbooks and physical evidence such as QMS audit documents and ZPC Munyati statistics handbooks.

### **3.5 METHODS OF DATA ANALYSIS**

According to Kombo (2006) data analysis refers to the process of examining what has been collected in a survey or experiment and making deductions and inferences. Collected data was analysed through close content analysis as well as textual analysis. This was done through analysis of the responses from interviews and questionnaires relating them to the research questions. To capture all the ideas in the responses, the researcher read the texts line by line and make sure to recognise whether the responses were high or low in relation to the research objectives.

#### **3.5.1 Thematic analysis**

The researcher used thematic analysis in analysing data, according to Braun (2006) thematic analysis focuses on the examination, recording themes within data and therefore they are patterns across data sets that are important to the description of a phenomenon and are

associated to a specific research question. Thus the researcher used thematic analysis because it is flexible and he used it within different frameworks to answer different types of questions.

### **3.5.2 Content analysis**

Berelson (2005) notes that content analysis has been defined as a systematic, replicable technique of compressing many words of text into content categories based on rules of coding. This technique helped the researcher to objectively and systematically identify specified characteristics of messages that captured the key ideas of the research problem that is the knowledge and impact of QMS in the performance of ZPC Munyati, it also aided the researcher to sift through large volumes of data with relative ease in a systematic way.

## **3.6 ETHICAL CONSIDERATIONS**

According to Bhattacharjee (2012) ethics are moral distinctions between right and wrong and what is unethical is not necessarily illegal. Several ethical considerations were made by the researcher to guarantee fairness and objectivity of the research. The researcher had to first seek for permission to carry out the research from the Principal Human Resources Officer of Zimbabwe Power Company Munyati Power Station as the company is protected by the Protected Places and Areas Act in which on its chapter 4(2) states that any person within the protected place must be an authorised one and is supposed to comply with the rules and regulations of that area.

### **3.6.1 Informed consent**

Cody (2012) has it that informed consent reflects the basic principle of respect for persons. This means the person considering participation in a research study should have legal capacity to give consent, the person should also be able to exercise free power of choice without the intervention of any element of force, fraud, deceit, duress, over-reaching, or other ulterior form of constraint or coercion. The person considering participation in research needs to know the nature, duration and purpose of the study.

Respondents were given opinions to choose not to participate if they were not comfortable. Participation was strictly voluntary and for questionnaires a provision was made on the instructions section that participation is by choice. Additionally, those who filled in questionnaires, anonymity was guaranteed as they were not requested to write their identities.

### **3.6.2 Confidentiality**

Wiles (2008) has it that the notion of confidentiality is founded on the principle of respect for autonomy. Confidentiality is taken to mean that identifiable information about individuals collected during the process of research will not be disclosed without permission. During the study, for interviewees, anonymity was impossible to guarantee and instead confidentiality of their information was given.

Before any business on interviews, the researcher made preliminary remarks about the subject under study, the researcher disclosed the purpose of the study. That it is only for academic purposes. This was done to encourage the respondents to participate because otherwise they would have viewed the research with suspicion and most of them would have not participated if they did not know the destiny of their contributions. The researcher was accommodative to

the respondents and was able to discuss the questions which respondents asked even though they were irrelevant to the current study so as to avoid professional misconduct and to harm the researcher's professional reputation.

### **3.7 CHAPTER SUMMARY**

This chapter is detailed with the research design. The chapter also outlined the mixed methods that were used by the researcher that is qualitative research method as well as quantitative research method. This section of the research described the advantages and disadvantages of qualitative research method and quantitative research method. The chapter also highlighted the sample selection that was used by the researcher and also the methods of data collection that were used during the study. The chapter outlined the methods that were used by the researcher to analyse data as well as giving an account of ethical consideration during the study.

## 4.1 INTRODUCTION

This chapter seeks to present information captured from the documents analysed, questionnaires and interview responses from respondents engaged in the study. The researcher will make an attempt to come up with an interpretation and analysis of the data gathered through quantitative and qualitative methods of data collection. The data will be presented, interpreted and analysed descriptively in tables and narrations.

## 4.2 RESPONSE RATE OF QUESTIONNAIRES

As the table below shows, 25 questionnaires were distributed by the researcher at Zimbabwe Power Company Munyati Power station from its highest local authority, the senior manager to the semi-skilled workers using stratified random sampling. As shown by the table, 2 questionnaires were distributed to the Senior Management and the response rate was 50 % as 1 questionnaire was completed and 1 was not completed, 2 questionnaires were distributed to the Middle Managers and there was 100% response rate as all the questionnaires were completed. 5 questionnaires were distributed to the supervisors/professional workers and 4 questionnaires were completed and 1 questionnaire was not completed that meant that the response rate was 80 %. 6 questionnaires were dispatched to the skilled workers and 5 of them were completed and 1 questionnaire was not completed that meant that there was 83,3 percent response rate. 10 questionnaires were dispatched to the semi-skilled workers and there was 80 % response rate as 8 questionnaires were completed and 2 questionnaires were not completed. In overall 25 questionnaires were dispatched and 20 questionnaires were completed and 5 questionnaires were not completed bring the overall questionnaire response rate at 80 %.

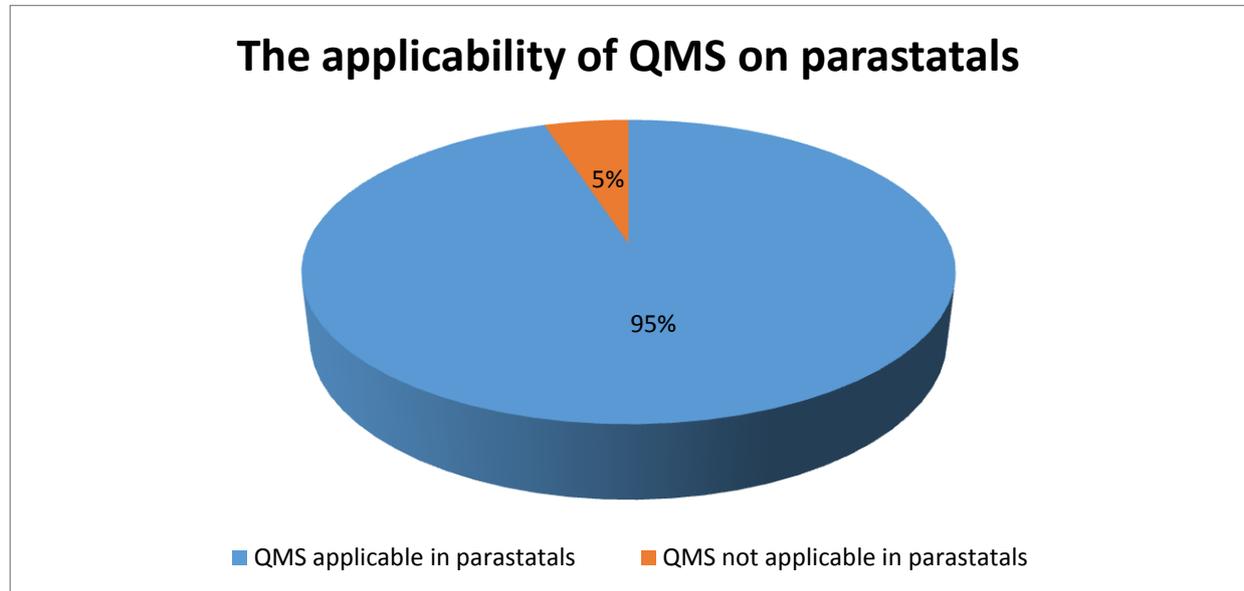
**Table 4.1: questionnaire response rate**

Respondents	Questionnaires distributed	Completed	Not completed	Response rate %
Senior Managers	2	1	1	50
Middle Managers	2	2	0	100
Supervisors/ professionals	5	4	1	80
Skilled-workers	6	5	1	83,3
Semi- skilled workers	10	8	2	80
<b>Total</b>	<b>25</b>	<b>20</b>	<b>5</b>	<b>80%</b>

### 4.3 THE APPLICABILITY OF ELEMENTS OF QMS IN PARASTATALS.

With the above question being derived from the research questions, the researcher wanted to explore if the management and staff of ZPC Munyati, like many other parastatals did the right thing by adopting QMS, if the elements of QMS really fit the processes of parastatals.

Table 4.2: the applicability of QMS in parastatals



The adoption of QMS on any organisations is regarded as a strategic decision for an organisation that wishes to improve its overall performance and provide a sound basis for sustainable developments initiatives. The researcher unearthed information to determine if QMS is applicable in parastatals and 19 out of 20 that is 95% of respondents agreed that QMS Is applicable in parastatals. One respondent clearly highlighted that

*“The main reason why these parastatals exist is because they are government vehicles to serve the people which means that we exist because of the people out there, and without them there is no us, they are our main inputs, their demands and expectations we value them dearly and this is also the issue ne QMS yedu iyi, we are driven by the passion to satisfy the customers senge iya inonzi fadza customer, so QMS is very applicable in parastatals”*

During an interview, another respondent took the researcher through Quality Management Systems Principles of ISO: 9001:2008 and briefed to the researcher how Zimbabwe Power Company Munyati Power Station like other certified organisation strive to operate their business in the parameters of these principles hence showing that indeed QMS is applicable in parastatals and the discussion went as follows:

#### 4.3.1 Customer, regulatory and statutory requirements

The respondent tackled about customer focus as one of the seven principles of QMS and stated that:

*“as you might know that the crucial attention of QMS is on our customers, those who rely on our services, magetsi and don’t take the issue of energy for granted because*

*almost every Zimbabwean needs energy be it in industry, in schools, in famers and in domestic household that why you see our company's vision saying, being the leading supplier of energy and related services in Southern Africa, so there is no activity or decision that we do here that has no customer requirements, we also look at the issue of regulations and statutory requirements that is why we strive by all means to produce electricity with environmental friendly resources and also we avoid too much air pollution otherwise we will be in for it with EMA guys, as an organisation we have strived to recognise our direct and indirect customers as I have said earlier and we have put in place facilities that can help us measure and monitor how we satisfy our customers through our customer feedback forms ”*

After analysing the first point of the respondent about customer focus, the researcher came to a conclusion that customer focus is one of the elements of QMS and it is applicable in parastatals like ZPC Munyati in carrying out their day to day business as the organisation strives to generate power to the people. The researcher also concluded that ZPC Munyati as an entity it tried by all means to align its processes and business to customer satisfaction and that they were customer oriented in the mentality of its workers and managers.

#### **4.3.2 Leadership**

The respondent moved on to another principle which makes up another element of QMS which is leadership. The respondent took the researcher through the leadership style of the organisation has he explained that:

*“leaders on this organisation at all levels from supervisors to the Power Plant Manager we seek to establish unity of purpose and direction and create conditions in which together with employees we engage in achieving The Power Station's objectives that why we seat in production meetings everyday , there is planning meeting in the afternoon everyday, we do internal QMS audits on quarterly basis and also quality circle meetings, this we do so as to increase the effectiveness and efficiency in meeting our quality objectives and also to improve communication between levels and functions of this Power Plant”*

From the above sentiments, the researcher also discovered that ZPC Munyati was adhering to the elements of QMS such as leadership principle, the researcher however had to wait until all the elements were exhausted by the respondent because QMS implementation will be only successful if all the principles and elements are synergised together and any disregard of any principle will undermine the whole process of implementing QMS.

#### **4.3.3 Engagement with people**

The respondent highlighted on the issues of engagement of employees as another element of QMS which makes up another principle of QMS and the respondent emphasised that:

*“If u engage someone even in life on decision that will one way or another have an effect on his life, I am sure there will be a sense of belonging on the ultimate decision that you guys would have made and that what happens here so as to improve*

*understanding amongst us and enhance trust and collaboration and we find it easy that way to meet our Station's quality objectives so you see all there thing can work here so there no reason why I can say QMS is not applicable in parastatals”*

From the above response, the researcher also observed that a number of QMS elements were being observed within the parastatal thus the organisation was making efforts to make sure that Quality management systems in implemented at the organisation.

#### **4.3.4 Continual improvement**

The respondent jumped to the applicability of continual improvement as a principle at ZPC Munyati as he explained to the researcher and emphasised the absence of top-down support and also the issue of outdated machinery as the respondent stated that

*“as the requirement of QMS, we have also dedicated ourselves to continual improvement that is why we well be embarking on implementing Integrated Management Systems (IMS) soon so as to try and avoid legging the market, but going to be hard because we are using ma machines a Cecil John Rhodes, akapera basa kudhara mabaera ariumo and these days kutenga machine newones kutanga wamboendeswa ku state procurement board and it takes time and sometimes hazviuye, so its difficult for us to be up to date with the demand because our machines are not improving.”*

From the above response, the researcher discovered in as much as ZPC Munyati was trying to implement QMS, there were some factor which undermined the flow of the process of implementing QMS, as noted above all the seven elements of QMS work together and if any of the principles if not being applied effectively, the hopes of achieving the benefits of QMS are then robbed because the principles of QMS are made in a way that one principle supports another and one principle depends on another. In this case, there is no continual improvement in terms of updating the machinery of ZPC Munyati like the turbines, the locomotive and even the plant itself that means this will also have a negative effect on other principles such as customer focus because the entity cannot be able to provide adequate electricity that meet the demands of the customers. The researcher also observed that the procurement of machines such as generators, turbines and even small equipment such as economiser bolts the process has to meander up until the state procurement board which in most cases in takes age.

The researcher concluded that, since the process of procuring machinery for continual improvement takes ages yet the process of generation of electricity is done on a 24 hours a day and 7 days a week corresponding with the ever need of electricity and it means that if there is a breakdown in the production of electricity , it will need a swift response but this may not be the case if the machines and equipment to be used are not yet procured that means it will a case of one step forward and two steps backwards.

From the responses of 19 respondents who agreed that QMS is applicable in parastatals, the researcher noted that the principles and requirements of QMS are not complicated and can be practical in parastatals therefore ZPC Munyati did the right thing in adopting QMS in favour or other management systems.

**4.4 THE IMPACT OF QMS ON THE PERFORMANCE OF ZPC MUNYATI AND ITS EMPLOYEES**

The researcher posed this question to the respondent in order to determine how the management and staff of ZPC Munyati have applied principles of QMS in carrying out their tasks. Out of the 20 questionnaires that were responded by the management and staff of ZPC Munyati, all of them were answered question. The researcher exhumed how the personnel of ZPC Munyati are well vested with what is expected of them by QMS and see if they really value customer expectations on their day to day operations. One respondent alluded that:

*“QMS has improved my way of thinking, it has opened my way of doing my thing especially when involving a 3<sup>rd</sup> party. I learnt that I should not do things just to benefit me alone but to meet expectations of the customer i.e. value for money concept”.*

From the response given in the questionnaires, the researcher noted that it has become part and parcel of ZPC Munyati that every employee executes his/her tasks being conscious of the end product that it must satisfy customers. QMS has not only helped workers of ZPC Munyati to do things that are in line with organisational quality objectives but it has also affected their personal lives as one respondent stated that. *“QMS has helped me to reduce errors, strive to do the right thing at the first time so as to avoid reworks, it has also improved my interpersonal communication and to be consistent in that I do “*

The above responses proved that the Quality Management System affected the lives of employees, in other words the researcher concluded that ZPC Munyati does not have problems in implementing QMS via human resources, rather the only obstacles that are being faced in implementing QMS are only found at the machinery resources side since the entity is infested with outdated machinery that cannot function to expectations.

**4.5 THE REALISATION OF QMS GOALS IN PARASTATALS AND THE FACTORS HINDERING THE IMPLEMENTATION OF QMS**

The intention of the researcher by asking the question “If the intended goals of QMS in parastatals (ZPC Munyati) are being realised” was to explore if they are seeing results of QMS after implementing it. Out of the 20 respondent on questionnaires, 5 respondent stated “NO”, the goals of QMS are not being realised whilst 15 respondent ticked on “YES”, the goals of QMS are being realised at ZPC Munyati as shown by the table below.

Table 4.3: The realisation of QMS goals in parastatals and the factors hindering the implementation of QMS

<b>YES</b>	<b>5</b>
<b>NO</b>	<b>15</b>

**YES**= 5/25\*100= 25%

**NO**=15/25\*100=75%

The table above depicts the response that the researcher got about the realisation of the intended goals of QMS. 75% of the respondent who ticked “NO” emphasised that in as much as QMS is an internal organisational initiative to manage its processes, there are various

external forces that undermine the intended benefits of QMS and at the end of the day, customer expectations are not met. One respondent explained that,

*“the thing with QMS and this organisation is the same like someone with his care who takes it to service after every week so that the car stays in shape but the car loses its shape the moment that the driver is forced to seize control while in transit maybe by robbers, everything that would have been serviced on that car loses their meaning and automatically that car loses its value especially on the market, we begin our processes here but there other decisions are being forced from us by the big sharks, even our recruitment is now complicated, we make sure that each and every year we recruit 5 or 6 people that would have come from MPs, ministers etc. and most if not all of these people will not be having qualifications that we want here and it means those people will dilute the process with unwanted substance, its hard but we push hard also”*

The researcher also noted that the intended benefits of QMS are “NOT” being realised because of financial constraints as 4 respondents highlighted that the issue of financial constraints were letting down the full implementation for QMS. Most of the respondents attributed the failure of not realising the intended goals of QMS due to the external factors such as politicians who undermine the process and decisions that would have been made within the organisation. One respondent actually said that even ministries are responsible for failure of the intended goals of QMS to be realised as she said that,

*“we are required to be answerable to the ministry of energy but you find that this ministry is not even ISO certified that means there is no synergies between us and them yet we are suppose to be working together it means we are bound to clash anytime”*

The researcher noted that the other 5 respondents who stated “YES”, the intended benefits of QMS are being realised based their response on personal benefits of QMS as all the answers reflected how they realised the benefits of QMS on their lives and not at ZPC Muniyati as one respondent stated that “I can now do the right thing at the first time that means I avoid re-does and I avoid working overtime”.

From the above, the researcher noted although the management and staff of ZPC Muniyati fully implemented QMS, the intended benefits of QMS were not being fully realised because of factors beyond their control as an organisation, such as political interference and ministerial interference.

#### **4.6 THE EFFECTS OF OBSOLETE MACHINERY IN ACHIEVING QMS.**

The researcher has used “obsolete machinery” as one of the supposition on the factors that have hindered implementation of QMS and it was imperative to confirm if obsolete machinery at all affected the intended benefits of QMS. Out of the 20 respondents, 18 of them ticked “YES” whilst one ticked “NO” and the other one did not wish to respond to the question as shown by the table.

Table 4.4: Does the issue of obsolete machinery also have an effect on the intended benefits of QMS?

<b>YES</b>	18
<b>NO</b>	1
<b>DID NOT TICK</b>	1

The statistics gathered by the researcher shows that 90% of respondent confirmed that “YES” obsolete machinery have an effect on the intended benefits of QMS. One respondent wrote

*“one of the principles of QM is continual improvement and it also means that our machinery must also be modernised so to increase efficiency and effectiveness of our processes but the machines that we have here are outdated, very ancient”*

The researcher also unravelled how has the issue of obsolete machinery affected the day to day activities of the of management and staff of ZPC Munyati and found out that for there to be a product that has to satisfy it must go through a process, and most of the processes in Zimbabwean parastatals uses machines ranging from locomotives ,boilers, turbines, conveyer belts and many others and if these machines outlive their lifespan they tent to the customers of their hopes to have a finished product that suits their needs. One respondent stated that:

*“ ZPC Munyati Plant as a machine itself is now obsolete as it has built around 1950’s and was suppose to live for about 35-40 years bout we now around 70 years of its existence but however there was need to just upgrade our machines such as boilers and turbines to meet the required standards because they are now old and very slow in executing their tasks and this put the our quality objectives to regress, the worst part of it is that we cannot purchase such machines as an organisation because of various reasons like these days we have to wait for the State Procurement Board of which it seats once or twice a year and here there processes will be stagnant and that also means we will be letting down our customers because we will not be producing sufficient electricity”*

The one respondent who constituted 5% of the overall respondent stated that obsolete machinery does not have a bearing on the intended benefits of the machinery but did not explain his/her answer.

The above sentiments served to show the researcher that indeed the issue of obsolete machinery has let down the intended benefits of QMS, since many products are made after long processes and in most case it is the machines that perform the processes so as to come up with an end product that satisfy customers.

#### **4.7 THE EFFECTS OF BUREAUCRATIC INTERFERENCE IN ACHIEVING QMS GOALS.**

The researcher also used “Bureaucratic intervention” as another assumption the factors that are hindering the implementation of QMS not to be fully realised and 19 out of 20 respondent

ticked “YES” the bureaucracy has a negative effect on the intended benefits of QMS whilst one respondent ticked “NO” as shown by the table below.

Table 4.5: Does the Bureaucracy of this country have a negative effect on the intended benefits of QMS?

<b>YES</b>	<b>19</b>
<b>NO</b>	<b>1</b>

**NO**=1/20\*100= 5%

**YES**=19/20\*100=95%

The table above shows the views of the respondent on the issue of bureaucratic intervention and 95 % of the respondent ticked “YES” that the bureaucracy has a negative effect on the intended benefits of QMS. One respondent stated that:

*“...as I have mentioned earlier that our decisions, strategic and processes are not having full support because of what I can call top-heavy, the ministers, the politicians and other big guys are having too high proportion of controlling us and deflation every moves we make as an organisational management so it will be hard for us to implement some changes that are required by QMS like continual improvement so will be stuck at one position whilst we are saying business operate in a changing environment and at the end of the day we fail to meet the demands of the people”*

Other respondent also castigated the ministers and politicians for personalising parastatals and make them operate to fulfil their personal ambitions and enriching themselves as one respondent said:

*“there is too much politicisation of these parastatals, these parastatals are now being operated like tuck-shops by politicians and they siphon money out of them after that they make decision that only benefit a small number of people, a good example that you can be familiar with is this one of Udenge, so we are getting nowhere with such people”*

One respondent who represented 5% of respondent who said “NO” the bureaucratic intervention has never negatively affected the intended benefits of QMS explained his/her answer by stating that politicians must allowed to intervene with decisions that will have been made at the organisational level to safeguard the aims of the liberation struggle as he/she said that “ we went to war more than 20 years and some of us were jailed to liberate this country so that we must enjoy the things we have now”, the researcher noted that the respondent was also being political about the subject under study that’s why his response did not hold much water.

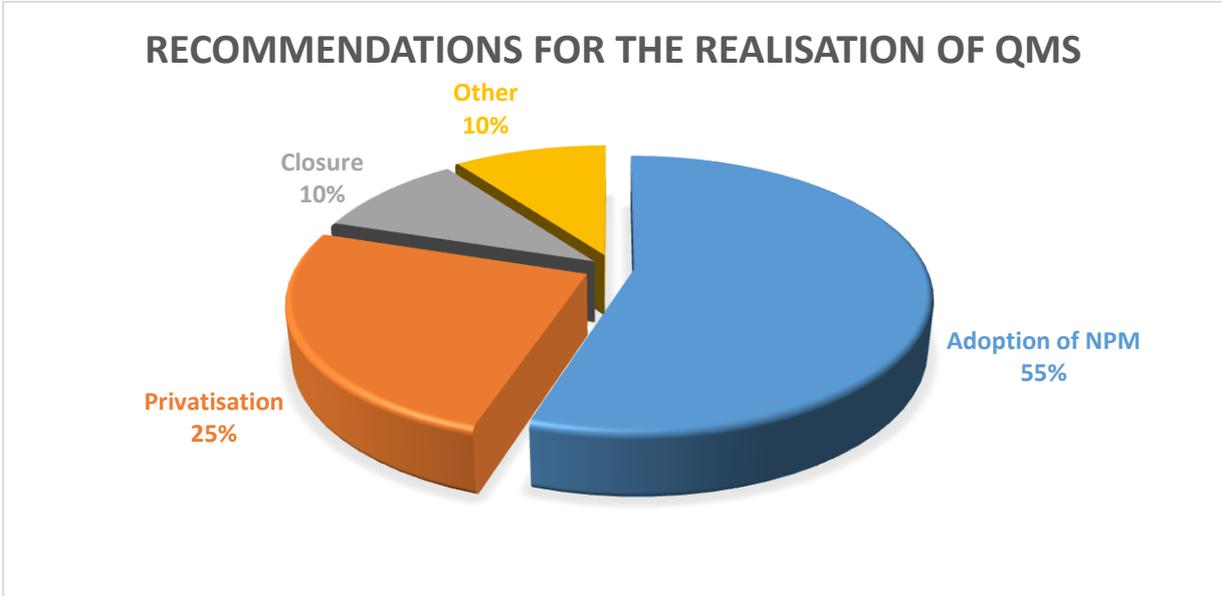
From the above sentiments, 95% of the respondent agreed “YES” that the bureaucracy had a negative impact on the achievement of the intended benefits of QMS therefore validating the

hypothesis of the researcher of bureaucratic intervention as one of the factors which is causing the intended benefits of QMS not to be fully realised.

**4.8 STRATEGIES AND RECOMMENDATIONS TO FULLY ACHIEVE THE BENEFITS OF QMS**

the researcher came up with possible solutions on escaping the factors that are making the intended benefits of QMS not to be fully realised but also left room for respondent to recommend other possible solutions. As the table and pie-chart below shows that 11 respondent recommended the adoption of New Public Management, whereas 5 respondent recommended privatisation and 2 respondent suggested closure so as to rehabilitate parastatals and 2 respondent suggested others.

Table 4.6: Recommendations for the realisation of QMS



The table above serves to present what the researcher explored from the questionnaires that were dispatched to the staff and management of ZPC Munyati and found out that 55% of the respondent recommended NPM which is a management system which has total liberation from the bureaucracy. One respondent stated that

*“the bureaucracy must not directly be involved with decision that we make here or our plans, like in other countries the bureaucracy in only there to provide the parastatals with raw materials and check the end product if it is satisfying the general populace, its intended customers, there must be a clear line between an operational level which is us the parastatals and the policy level, that is the politicians and ministers and the two must not clash”*

25 % of the respondents recommended for privatisation as the solution to fully achieve the benefits of QMS. One respondent stated that

*“I think we must borrow everything from ZIMPLANTS the organisation we are using as our benchmark and that means we must also be privatised so that we have anonymity in decisions that we make and above all we attract investors and by that we will continue to grow and continually meet our customer needs”*

There was only 10 % of the responded which recommended for any failing parastatals to close but the researcher noticed that the respondent really did not think of the consequences of closing parastatals such as ZESA or NRZ considering that they are the sole producers of electricity and rail transport respectively in Zimbabwe and that the idea of closing will only work for few parastatals which have strong competitors like Air Zimbabwe, ZUPCO and CSC

The other respondent did not recommend any suggested remedies that were put forth by the researcher and decided to tick on “other” as one respondent stated that:

*“the only way to go about this is to advocate that our ministries must also be ISO certified and that means no parastatals will take external orders from an external party who/which is not certified, we cannot talk of privatisation because it may lead to capitalism”*

Analysing the potential recommendations to fully achieve the intended benefits of QMS, the researcher revealed that the adoption of New Public Management (hereinafter NPM) is the possible solution to fully benefit from QMS as supported by 55% of the responded. NPM is a management system that is autonomous from bureaucratic intervention and if the management of parastatals are given full power to determine their own destiny they will be able to fund and meet the demands of QMS there by fulfilling its principles such as continual improvement as they can decide to upgrade their machinery to meet modern standards that will have a bearing on the efficiency and effectiveness of the process and ultimately fulfil the demands of the customers.

#### 4.9 HOW HAS BETA HOLDINGS ESCAPED THE HINDRANCE OF GOALS OF QMS AS A PRIVATE ORGANISATION

The researcher conducted a telephone call with one of the management staff at BETA Holdings to confirm how QMS has helped them as an organisation and how they have managed to fully realise the benefits of QMS and researcher revealed that the organisation has managed to escape the hindrance by the bureaucracy buy only fulfilling the demands of statutory instruments that governs private organisation and by such the highest office of decision making is within the ranks of the organisation and they implement the principles of QMS as they are stated as the respondent said:

*“...you can even look at that principle which says we must make evidence-based decisions and that we have adhered to because we make sure that in every decision we make there is bottom-up participation and top down support and that has sustained us as an organisation and we will be celebrating our 63<sup>rd</sup> anniversary this year and we are still going strong and the results speak for themselves, our customers are happy with our products”*

The researcher revealed that in as much as the management of parastatals make evidence-based decisions, these decisions are undermined by the bureaucracy and in most cases there is little progress in procuring new and modernised machinery and there is also misappropriation of funds by the bureaucracy and at the end of the day customer expectations are not met hence poor service delivery.

#### 4.10 SUMMARY

This chapter presented information captured from the documents analysed, questionnaires and interview responses from respondents that were engaged in the study. The researcher also made attempt to come up with an interpretation and analysis of the data gathered through quantitative and qualitative methods of data collection. The data collected was presented, interpreted and analysed descriptively in tables and narrations.

**5.1 INTRODUCTION**

This chapter will focus on summarising the findings as well as giving conclusions on the findings. The chapter will also point out the recommendations that were proffered after the analysis of findings. This chapter will also give a conclusion of the overall study. After all, a reference list of all the acknowledged sources of information will be presented and an appendix with research tools guide used to gather data and interpret it.

**5.2 SUMMARY OF FINDINGS**

The findings of the research did justice in as far as answering the research questions and objectives. Nineteen out of twenty respondents agreed that Quality Management Systems requirements are applicable in Zimbabwean parastatals and that parastatals like Zimbabwe Power Company Munyati Power Station did the right thing by adopting Quality Management Systems as a tool to enhance its performance. The findings outlined that all the components and principles of Quality Management are applicable in the processes of ZPC Munyati and if implemented correctly, the parastatal will enhance its production which will have a positive feedback on customer satisfaction and service delivery.

The findings also outlined that elements of Quality Management Systems have also positively affected the life of employees in their day to day running of business at the organisation. Quality Management Systems has helped the employees in parastatals which have implemented it to be more efficient in carrying out their day to day business.

The findings posited the majority of respondents stating that the benefits of Quality Management Systems are not being fully realised since production rates are way below expected rates and this is mainly because of bureaucratic intervention in the decision making of parastatals that undermine strategies that can be put in place to support the effective implementation of QMS. Obsolete machinery has also served as a barrier in the implementation of QMS because one of the important principles of QMS states that machines must always be up to the task to meet the demand and obsolete machinery have failed to meet the demands of production.

The majority of the respondents outlined that the most recommended gesture for the full realisation of Quality Management is the adoption of New Public Management in Zimbabwe and that will mean that there will be no bureaucratic interference and this will have a bearing on the decision making processes by managers in parastatals and they will strategically procure new machinery as well as efficiently coordinating the principles of QMS so as to come out with one goal, customer satisfaction and better service delivery.

**5.3 CONCLUSIONS ON THE FINDINGS**

From the findings, the researcher concluded that Quality Management System is applicable in Zimbabwean Parastatals. The above conclusion was reached after 95 % of the respondents agreed “YES” QMS is a noble management gesture and that it is applicable at ZPC Munyati hence also in Zimbabwean parastatals. The findings also concluded that QMS has a positive bearing in as far much as improving employee performance, the fact that most employees agreed that QMS has positively affected their lives and they are getting along with the system which means it is not vague or complicated to follow.

The researcher also concluded that the intended benefits of Quality Management Systems, such as customer satisfaction which come as a result of the full coordination of the Quality Management Systems principles which has a direct bearing on the efficiency and effectiveness of an organisation are not being fully realised because of interference of the bureaucracy in the decision making of parastatals at an operational.

From the research findings, it can also be concluded that outdated machinery within our Oparastatals has also been a major setback on the achievement of the goals of QMS that is efficiency and effectiveness of the processes within the organisation. When the processes of the organisation are effective and efficient, it will then mean that the output will meet the demand and that means the customers will be satisfied with the products or services that will be provided by the organisation and that on its on is better service delivery.

On the recommendation part, the researcher came to a conclusion that the adoption of New Public Management as a tool to reinforce the already existing Quality Management Systems is the most recommended gesture in Zimbabwean Parastatals. The researcher came to this conclusion after 55% of the respondents endorsed New Public Management over other suggestions on how to fully benefit of QMS. New Public Management is a system which does not allow bureaucratic interference in parastatals. May (2009) has it that new public management is concerned with the commercialisation, as far as is possible, of the state's role in providing services to its citizens, and of the state's relationship with its citizens. Privatisation is also another recommended measure in as much as entities try to improve on their performance for the benefit of customers.

## **5.4 RECOMMENDATIONS**

### **5.4.1 The adoption of New Public Management**

Kurt (2012) has it that the New Public Management is a development of a new description of a new way of a public sector organisation that seek to being their business conduct, management, reporting and accounting approaches closer to a business method which does not allow bureaucratic intervention. As a management system, the new public management states the failures and ineffectiveness of public sector performance over time, and locates the problem as lying in the way in which processes of public sector activity and public administration. Centralised bureaucracies, waste and inefficiency in resource use and inadequate mechanisms of accountability are all problems which the new public management sought to tackle.

New Public Management, if fully implemented in Zimbabwean parastatals can bring about the realisation of the goals of QMS because it clearly distinguishes between buyer which is the government as well as making sure that the government only examine the end product as well as providing inputs (resources) that are needed by parastatals without necessarily interfering with the processes of the organisation including how decisions are made by the management of those parastatals and public which is the main stakeholder of the parastatals. The notion of New Public Management is also customer orientated. The above benefits of New Public Management will then contribute to the realisation of QMS goals in the sense that when the members of the bureaucracy do not interfere with the day to day decisions of parastatal's, it means that the managers can as well chose how and when to procure new machines to support principles of QMS such as continual improvement and that means that

the seven principles of QMS can now be coordinated together in a process approach manner that will make the organisation efficient and effective in meeting customer demands hence satisfying customers.

#### **5.4.2 Procurement of new machines**

State Procurement Board (hereinafter SPB) is partly to blame for Zimbabwe's electricity shortages as it sits on many power generation tenders mainly because it is overstrained by other commitments. Procurement of equipment to use on the processing of services such as provision of power should not take long because power if needed on a timely bases and this means that procurement of machinery should be decentralised back to the procurement offices of the organisation and that the SPB and the government should only come in to audit the process of procurement if it was done in an ethical manner. The government should also provide resources of procuring these machines such as money through loans or donations and this will support the seven principles of QMS in the sense that modern machinery is up to date with the current demands of power because they are more efficient and effective.

### **5.5 CONCLUSION**

All in all, the research commenced with an introduction of the research topic. Generally, the research topic was aimed at unravelling the impact of Quality Management Systems on the performance of parastatals in Zimbabwe using Zimbabwe Power Company Munyati Power Station as a case. It was the sole aim of the researcher to unveil the elements of QMS in Zimbabwe, the factors that are necessary for the implementation of QMS at ZPC Munyati, the impact of QMS on the performance of ZPC Munyati, the factors hindering the implementation of QMS at ZPC Munyati as well as the solutions for enhancing the implementation of QMS. The first chapter of the study gave the background and purpose of the study. The research questions guiding the study and the delimitations. Chapter two of the study focused on reviewing various relevant pieces of literature which is concerned with the topic under study. The pieces of literature gave lenses to the study by providing insights that clearly defines parastatals, the factors that led to the establishment of parastatals as well as challenges that are faced by parastatals in Zimbabwe, the chapter also dwelt on the definition and elements of QMS. It also highlighted the seven principles of QMS as well as giving case studies where QMS has been implemented successfully. The researcher also managed to explore through the theoretical framework of Von Mises (the Mises Theory) and Edward Deming (the Deming theory) and outlined how these theories influenced the study.

In the third chapter of the study, which is the methodology section the researcher discussed the methods that were going to be used in order to acquire information. The study focused on both quantitative and qualitative research methods. The researcher carried out face to face interviews and also distributed questionnaires to obtain data. The researcher also used data analysis Furthermore the chapter also tackled ethical considerations as well as outlining how the researcher went about on research ethics such as informed consent as well as anonymity and confidentiality. Chapter four consisted of data presentation and analysis and in this chapter the researcher presented data collected from questionnaires, interviews as well as documents reviews. The researcher presented data using tables and narration drawing themes from the research questions and conclusions from quantitative responses on questionnaires.

The fifth made up the final chapter of the study and it outlined the conclusions and recommendations of the study.

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## APPENDIX A: QUESTIONNAIRE

MIDLANDS STATE UNIVERSITY

Department of Politics and Public Management

### **THE EFFECTS OF IMPLEMENTING QUALITY MANAGEMENT SYSTEMS ON THE PERFORMANCE OF PARASTATALS IN ZIMBABWE: THE CASE OF ZPC MUNYATI**

My name is Learnmore Njobo, Bachelor of Science (Honours) in Politics and Public Management student at Midlands State University (MSU). I am carrying out a research on “The effects of implementing Quality Management Systems on the performance of parastatals in Zimbabwe: The Case of ZPC Munyati. The rationale of the study/research is to examine why parastatals like ZPC Munyati are failing to meet customer demands despite the fact that they have adopted strategic management systems like Quality Management Systems. The information obtained could assist Zimbabwe Power Company, other parastatals and the populace in decision making in order to curb these effects and obtain maximum benefits of strategic management systems like QMS to avoid total demise of parastatals, and enhance service delivery.

There is NO identification requested from you and your opinions/responses will be treated in strictest confidence and will be used for academic purpose only. It will be highly acknowledged if you answer all the questions as truthfully as possible. Please indicate your choice by making a tick and, explain and comment where necessary.

#### **SECTION 1**

Male

Female

Please highlight your position.

Snr Manager	
Middle Manager	
Professional/ Supervisor	
Skilled	
Semi-Skilled	

Please tick the box that indicates your contract of employment

Permanent	
Fixed term	
Not specified	

## **SECTION 2**

1. What is your understanding of Quality Management Systems and its elements?

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2. Is QMS applicable at ZPC and in other parastatals? (Please tick where appropriate)

YES	
NO	

Please explain your answer

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3. What are the factors of Quality Management Systems that affected your life as an employee and ZPC Munyati?

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4. From your understanding, are the anticipated benefits of Quality Management Systems being fully realized at ZPC Munyati? Please tick where appropriate.

NO	
YES	

Please explain your answer

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5. Can you rate ZPC Munyati on terms of service delivery and customer satisfaction as a percentage and give reasons for your answer

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**SECTION 3** (For Supervisors –above)

6. Does obsolete machinery have a negative effect on the realization of benefits of QMS? (please tick where appropriate)

YES	
NO	

Please explain your answer

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7. Does bureaucratic intervention (e.g. the Ministers, politicians) have a contribution on the fall of ZPC (and other parastatals) by undermining decisions that would have

made by ZPC Management to fully achieve the effects of Quality Management Systems? Please tick where appropriate

YES	
NO	

Please explain your answer

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8. Can you recommend what can be done to fully achieve the effects of Quality Management Systems at ZPC. Please tick where appropriate

Adopt New Public Management (i.e. being autonomous from bureaucratic interventions, Ministers, politicians etc.)	
Privatization	
Closure	
Others	

Please explain your answer

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**THANK YOU VERY MUCH FOR YOUR TIME**

## **APPENDIX B: INTERVIEW QUESTIONS**

Good day sir/madam, my name is Learnmore Njobo, I am studying Politics and Public Management student at Midlands State University. I am carrying out a research on **The effects of implementing Quality Management Systems on the performance of parastatals in Zimbabwe: The Case of ZPC Munyati**. The basis of the study is to scrutinize why parastatals like ZPC Munyati are failing to meet customer demands despite the fact that they have adopted strategic management systems like Quality Management Systems. The information obtained could assist Zimbabwe Power Company, other parastatals and the populace in decision making in order to curb these effects and obtain maximum benefits of strategic management systems like QMS to avoid total demise of parastatals, and enhance service delivery.

There is NO identification requested from you and your responses will be treated in strictest confidence and will be used for academic purpose only. It will be highly acknowledged if you answer all the questions as truthfully as possible.

1. I will first confirm your position in this institution and if you can also tell me your contract of employment.
2. I would like to know your understanding on Quality Management Systems and how its elements have affected you as an employee as well as how it has affected the organisation.
3. Does the requirements of QMS fit the nature of parastatals like yours? And please may you explain your answer
4. From your understanding, are the anticipated benefits of Quality Management Systems being fully realized at ZPC Munyati? and may you please explain the reason for your answer
5. Are you satisfied with the service delivery of your organisation?
6. I understand you at ZPC Munyati you are still using the machines that were installed more than 50 years ago, does these obsolete machineries have a negative effect on the benefits of QMS? and may you give reasons for your opinion
7. The media has been flooding with the news of Minister Udenge and his dealings with ZPC, does bureaucratic interference have a contribution on the fall of ZPC that you cannot achieve the goals of QMS? And can you explain your view
8. Can you recommend what can be done to fully realise the benefits of QMS?

**THANK YOU VERY MUCH FOR YOUR TIME**

## APPENDIX C: TURNITIN REPORT

LEARNMORE NJOBO FINAL.docx 10/14/2016, 3:11:04 AM

Summary / Detailed 3%

- 2 [Found at: UOZ University of Zimbabwe \(DANGAREMBWA DESSERTATION % CHAPTER 1 TO 5 \(Autosaved\).docx, 10/13/2016\)](#)
- 1 <http://en.wikipedia.org/w/index.php?title=Quality+management&oldid=737056346>
- 1 <http://www.verwaltungsmanagement.at/687/uploads/10657009510.pdf>
- 1 <http://ir.msu.ac.zw:8080/jspui/bitstream/11408/373/1/E%20Dzehonye%20Dissertation.d%20ocx>
- 1 <http://www.primejournal.org/BAM/pdf/2013/jun/Mokamba%20et%20al.pdf>
- 1 <http://ir-library.ku.ac.ke/bitstream/handle/123456789/5498/Kung%27u%2C%20Margaret%20Wairimu.pdf?isAllowed=y&sequence=3>
- 1 <http://nostalgia.wikipedia.org/w/index.php?title=Nuremberg+Code&oldid=80361>
- 1 [REGULATION OF CLINICAL RESEARCH BY THE STATE](#)
- 1 [The Quality Movement](#)
- 1 [Selection and Implementation of the ISO9001 Standard to Support Biobanking Research % Infrastructure D](#)
- 1 [Found at: UOZ University of Zimbabwe \(Solomon Muqayi August2015.doc, % 8/20/2015\)](#)  
Statistics  
Number of words  
20881  
Reported words  
626

Faculty of Social Sciences

Department of Politics and Public Management

DESSERTATION TOPIC: THE EFFECTS OF IMPLEMENTING QUALITY MANAGEMENT SYSTEMS (QMS) ON THE PERFORMANCE OF PARASTATALS IN ZIMBABWE- THE CASE OF ZIMBABWE POWER COMPANY (MUNYATI STATION).

**PPENDIX D: APPROVAL LETTERS FROM MIDLANDS STATE UNIVESITY**

Private Bag 9055  
Gweru  
Zimbabwe,  
Telephone: +263-54-260450/260490/260409 Ext. 2159  
Fax: 263-54-260311/260233



POLITICS AND PUBLIC MANAGEMENT

**MIDLANDS STATE UNIVERSITY**

27 May 2016

Dear Sir/Madam

Subject: UNDERGRADUTE DISSERTATION RESEARCH FOR *LEARNMORE NJORO*

This letter serves to inform you that the above named student is carrying out research as part of his fulfillment for undergraduate studies. The research topic reads:

*THE EFFECTS OF IMPLEMENTING QMS ON THE  
PERFORMANCE OF PARASTATALS IN ZIMBABWE*  
*THE CASE OF ZPC MUNJATI*

For more information feel free to contact the Department.

Yours sincerely

Prof Percyslage Chigora  
Chigorap2000@yahoo.com  
(Chairperson)

MIDLANDS STATE UNIVERSITY  
DEPARTMENT OF POLITICS AND  
PUBLIC MANAGEMENT

**01 JUN 2016**

P. BAG 9055, GWERU  
ZIMBABWE

## APPENDIX E: LETTER FROM ZIMBABWE POWER COMPANY (MUNYATI)



ZPC Munyati Power Station

P O Munyati

MUNYATI

☎ : 055/7212-5

Fax: 055/7-375

**Our Ref: 155/1/UG/en**

19<sup>th</sup> March 2016

Learnmore Njobo  
Mbizo  
**KWEKWE**

Dear Madam

### **OFFER OF ATTACHMENT: FOR THE PURPOSE OF COMPLETING PROJECT**

It is my pleasure to offer you a fixed time contract of attachment at Munyati Power Station as a Human Resources Attachee – Dept 430320 from 1<sup>ST</sup> July 2016 to 31<sup>ST</sup> August 2016.

Your attachment will be subject to the Terms and Conditions herein contained and in accordance with the Zimbabwe Energy Industry Code of Conduct amongst others.

- 1) During the period of attachment you will **not** be paid an allowances.
- 2) The notice period required before termination of contract shall be 24 hours on either side.
- 3) You will not be entitled to accrual of vacation leave or cash in lieu of leave on termination of contract.
- 4) Sick leave may be granted at the discretion of the Line Manager.
- 5) Zimbabwe Power Company will not provide any Pension, Medical or any other benefit other than provided in this contract.
- 6) This contract may be terminated subject to performance or indiscipline at work.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'A SHAMU', with a long horizontal stroke extending to the right.

**A SHAMU**  
**POWER PLANT MANAGER**  
cc. Student File