

**THE IMPACTS OF ISO 9001 QUALITY MANAGEMENT SYSTEM
IMPLEMENTATION ON EMPLOYEES' PERFORMANCE OF PENSION FUNDS
IN TANZANIA: A CASE OF NATIONAL SOCIAL SECURITY FUND (NSSF)**

FATMA MOHAMMAD NASSOR

**A DISSERTATION SUBMITTED IN PARTIAL FULLFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN PROJECT
MANAGEMENT (MPM) OF THE OPEN UNIVERSITY OF TANZANIA**

2015

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled “*The Impacts of ISO 9001 Quality Management System Implementation on Employees’ Performance of Pension Funds in Tanzania: A Case of National Social Security Fund (NSSF)*” in partial fulfillment for the Degree of Masters in Education Administration, Planning and Policy Studies of the Open University of Tanzania.

Dr. Salum .S. Mohamed

(Supervisor)

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or The Open University of Tanzania (OUT) in that behalf.

DECLARATION

I **Fatma Mohammad Nassor**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

DEDICATION

This Dissertation work is dedicated to my mother, late father and my family who stood behind me.

ACKNOWLEDGEMENTS

In the name of Almighty God, the most Gracious and the most Merciful thanks, all Praises to Him for the strengths and His blessings in completing this Dissertation.

Special appreciation goes to my supervisor Dr. Salum Mohamed for his useful, insightful, remarks, constructive comments, engagements and constant support throughout the process of this Dissertation. His invaluable help and profound knowledge has contributed to the success of this dissertation. The same appreciation goes to Dr. Salvio Macha for his support and knowledge regarding research methodology.

Also I would like to express my deepest appreciation to my parents; Sheikh Muhammad Nasser, Sania Saad and my brother Mr. Feruz Ally for their endless love, moral and financial support with encouragement whatever I felt down.

Furthermore, my sincere thanks also goes to Mr. Abdulkareem Omar and others for their kindness, support and encouragement during my study.

Last but not least, my special gratitude goes to my co-workers for their prayers, encouragement, care, invaluable support and tolerance during the whole period of study. I could never complete this work without their support.

ABSTRACT

The study aimed at examining the impacts of ISO 9001 quality management system implementation on employee performance of pension funds in Tanzania, for the case of National Social security Fund (NSSF). The study was necessitated by the lack of ample literature linking of ISO 9001 to employees' performance. The explanatory research designs with the case study strategy were adopted in the study. The study focused on NSSF – Temeke Regional Office being the largest region of NSSF in Tanzania in terms of revenue collection and it is the first region to be ISO certified where by effective assessment of the impacts was explored. The study involved a total of fifty seven targeted respondents who supplied with structured self administered questionnaires. Purposive and simple random sampling methodologies were applied to select respondents. The findings of the study revealed that management commitment has a positive impact on the employees' performance in the pension fund at NSSF. On the other hand internal communication, workplace physical environment and capacity enhancement found to have a positive impact on employees' performance. These findings are in line with the existing literature of quality management system implementation. The study recommends the adoption of QMS practices in all pension funds in Tanzania and all districts of NSSF. Also the Management of pension funds should be committed to ensure the availability of mechanism of internal communication which will result to the employees' performance. Finally regular capacity building program like on job training should be adopted as well as allocation of resources towards establishment of conducive environment which will ensure higher productivity of the employees to the pension funds in Tanzania. Key word

TABLE OF CONTENT

CERTIFICATION.....	ii
COPYRIGHT.....	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENTS.....	vi
ABSTRACT.....	vii
LIST OF TABLES.....	xii
LIST OF FIGURES.....	xiii
LIST OF ACRONYMS.....	xiv
 CHAPTER ONE	
1	
INTRODUCTION.....	1
1.1 Background to the Study.....	1
1.2 Statement of the Research Problem.....	3
1.3 Research Objectives.....	4
1.3.1 General Objective.....	4
1.3.2 Specific Objectives.....	4
1.4 Research Questions.....	4
1.4.1 General Research Question.....	4
1.4.2 Specific Research Questions.....	5
1.5 Significance of the Study.....	5
1.6 Scope of the Study.....	5
1.7 Organization of the Study.....	6
CHAPTER TWO.....	7
LITERATURE REVIEW.....	7

2.1	Introduction.....	7
2.2	Conceptual definitions.....	7
2.2.1	Quality.....	7
2.2.2	Meaning of ISO 9001 and Quality Management System.....	8
2.2.3	ISO 9001:2008 Standard.....	10
2.2.3.1	Clauses 4 to 8 of ISO 9001:2008 describe the requirements.....	12
2.2.4	Employee Performance.....	14
2.3	Theoretical Literature Review.....	15
2.3.1	Quality Management System Implementation in Pension Fund Industries.....	15
2.3.1.1	NSSF.....	15
2.3.1	PSPF.....	15
2.3.1.3	PPF Pension Fund.....	16
2.3.1.4	LAPF.....	16
2.3.1.5	GEPF.....	16
2.3.2	QMS Theories.....	16
2.3.2.1	Deming.....	16
2.3.2.2	Juran.....	17
2.3.2.3	Feigenbaum.....	17
2.3.2.4	Ishikawa.....	17
2.4	Empirical Literature Review.....	18
2.4.1	Empirical Literature Review – Worldwide.....	18
2.4.2	Empirical Literature Review – Africa.....	21
2.4.3	Empirical Literature Review – Tanzania.....	25
2.5	Research Gap.....	25
2.6	Conceptual Framework.....	26
2.7	Theoretical Framework.....	26

CHAPTER THREE.....	28
RESEARCH METHODOLOGY.....	28
3.1 Introduction.....	28
3.2 Research Design.....	28
3.3 Area of the Study.....	29
3.4 Population of the Study (Target Population)	29
3.5 Sampling Design and Sample size.....	30
3.5.1 Sampling Design.....	30
3.5.2 Sample Size.....	31
3.6 Method of Data Collection.....	32
3.6.1 Primary Data.....	32
3.7 Data Collection Tools.....	32
3.7.1 Questionnaire.....	32
3.8 Reliability and Validity of Data.....	33
3.8.1 Reliability of Data.....	33
3.8.2 Validity of Data.....	34
3.9 Data Analysis.....	34
3.10 Ethical Issues.....	34
CHAPTER FOUR.....	36
FINDINGS AND DISCUSSION OF FINDINGS.....	36
4.1 Introduction.....	36
4.2 Demographic Characteristics of the Respondents.....	36
4.2.1 Rate of Respondents.....	36
4.2.2 Position of Respondents.....	37
4.2.3 Experience of Respondents.....	38
4.2.4 QMS Awareness of Respondents.....	38

4.3	Data Analysis.....	39
4.3.1	Analysis of Descriptive Statistics.....	39
4.3.2	Correlation Analysis.....	42
4.4	Discussion of Findings.....	43
	CHAPTER FIVE.....	46
	SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	46
5.1	Introduction.....	46
5.2	Summary of the main findings.....	46
5.3	Implications of the findings.....	46
5.4	Conclusion.....	47
5.4	Recommendations.....	47
5.5	Limitations of the Study.....	48
5.6	Suggested Areas for the Further Research.....	49
	REFERENCES.....	50
	APPENDICES.....	60

LIST OF TABLES

Table 3.1: Target Population	29
Table 3.2: Sampling Design and Sample Size of the Study	31
Table 3.3: Reliability Statistics for Cronbach's alpha.....	34
Table 4.1: Frequency of Rate of Respondents	37
Table 4.2: Frequency of Position of Respondents	37
Table 4.3: Frequency of Experience of Respondents	38
Table 4.4: Frequency of QMS Awareness of Respondents	39
Table 4.5: Depicts the Descriptive Statistics Descriptive Statistics	40
Table 4.5: Depicts the Descriptive Statistics Descriptive Statistics	40
Table 4.6: Relationship of Variables	43

LIST OF FIGURES

Figure 2.1: Continual Improvement of the Quality Management System..... 10

Figure 2.2: Plan-Do-Check-Act Cycle..... 12

Figure 2.3: The Conceptual Framework of the Study26

LIST OF ABBREVIATIONS

CE	Capacity Enhancement
CWQC	Company Wide Quality Control
CWQC	Company Wide Quality Control
EMP	Employees Performance
GEPF	Government Employees Pension Fund
IC	Internal Communication
ISO	International Organization for Standardization
KEBS	Kenya Bureau of Standards
KWS	Kenya Wildlife Service
LAPF	Local Authority Pension Fund
MGT	Management Commitment
NSE	Nairobi Securities Exchange
NSSF	National Social Security Fund
OP	Organization Performance
PDCA	Plan - Do - Check - Act
PPF	Parastatal Pension Fund
PSPF	Public Service Pensions Fund
QM	Quality Management
QMS	Quality Management System
SME	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
TQM	Total Quality Management
WP	Workplace Physical Environment

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Implementation of ISO 9001 Quality Management system represents the basic precondition of a company's success and entrance in the market Gotzamani et al (2015). This implementation of QMS, it is a voluntary process supported by organization's own strategy, motivations, policies and goals. Kaziliunas (2010).

The adoption of a QMS should be a strategic decision Mello et al (2005), development and implementation of this system should consider the uniqueness of each organization, since it depends on several factors like: Specific objectives; supplied products, and processes used Salgado et al (2014). Therefore recently in Tanzania ISO 9001 Quality management system has been adopted on the same voluntary basis by pension funds in order to improve their competitive advantage following the changes of legal framework in members' coverage. It is used as tool to serve and meet customer products' related legal and statutory requirement as stipulated in the legislation of their establishment.

According to Sharma et al (2005), the main focus of a company should be the customer and it should consider their needs and demands so as to maintain a competitive edge and survive in the market. Due to this current environment of pension funds in Tanzania there is increasing pressure by both members and employers alike to continually innovate in new products and to upgrade the quality of existing services. Consequently most of the pension funds in both developed and developing world have embraced ISO 9001 implementation as will help pension funds to develop best approaches to quality management. The quality concept has developed over the last few decades to become a broad management tool as opposed to its initial role of control Belay et al (2011). Quality management is one of the

major challenges that brought the attention of the research and business community in the last 3 decades Noranha (2002), Feng et al (2007). This especially due to the growing needs for well quality oriented organization performance at various economic sectors Feng et al (2007) and Khan (2012).

The importance of quality is beyond dispute especially when we are in a dynamic environment, where everything is changing rapidly Sidini and Wafa (2014). Quality has been identified as one of the competitive strategies for improving the business performance in a global market Gurnani (1999).

Many companies are pursuing quality management implementation to deliver high-quality products and services and hence to achieve their business objectives Gunasekaran (1999), Gurnani (1999). Kuei et al (2001) also contend that better quality would lead to the retention of existing customers and in attracting new customers, which in-turn would increase market share.

Many scholars study identifies relationships among QM practices and examines the effects of these practices on performance, but the finding inconsistencies and conflicting results among scholars. These findings suggest that a positive relationship exists between the QM practices or TQM and firm performance and between other variables such as product quality, product and process performance, perceived quality, quality drivers, reduced cost, more satisfied customer and improve financial performance. In general, A large body of literature highlights the positive impact of QM practices on performance Zu (2009); Kaynak (2003); Ahire et al (1996); Kaynak and Hartley (2005); Sila and Ebrahimpour (2005); Prajogo and Sohal (2003). However, there is a lack of agreement on the findings and some results are contradictory with QM theories. Therefore this study intended to find out the customized impacts on pension fund especially NSSF on employee's performance.

1.2 Statement of the Research Problem

Although the implementation of the ISO 9000 Quality Management System internationally proved its effectiveness and positive impacts on the overall performance of the organizations, BUT, the impacts of its implementation in the area of study remains questionable. Therefore, this research study determined the impacts of the implementation of the ISO 9001 Quality Management System on the employees' performance for the pension fund industries in Tanzania.

A review of literature relating to QMS implementation reveals little study on the effect of implementing QMS on the overall performance of the organization, for example, Geodhuys and Sleuwaegen (2013) claim that international standard certificate bring efficiency gains and quality signaling which help to raise productivity and sales performance. Similarly, Wu and Jang (2013) concluded that by knowing customer that the organization is ISO certified, directly enhance consumer's perceived quality and brand image and indirectly improve consumer's brand attitude, brand preference, and then purchase intention. Masakure et al (2009) conducted research in the textile sector of Pakistan; they claim that export performance is positively associated with certification of ISO 9000. Terziovski and Power (2007) also report significant effects of ISO 9000 certification on business results. Martinez-Costa et al (2009) identify that the companies certified have shown significantly better scores on dimensions like unit product costs, satisfaction of customers and quality of design. Curkovic and Pagell (1999) identify that ISO 9000 certification can result in greater efficiencies, cost reduction, and improved productivity. Recently, Mangiarotti and Riillo (2014) identified that the Certification accelerates the innovation propensity in manufacturing sector.

Therefore the researcher focused on the effects of implementing quality management system on the employee performance as there is paucity of systematic empirical evidence integrating on particular area of study.

This study was provided the empirical evidence about the impacts of QMS ISO 9001 implementation on employee performance from the pension fund industries in Tanzania.

1.3 Research Objectives

1.3.1 General Objective

The general purpose of this study is to assess the impacts of the implementation of QMS ISO 9001 on employee performance for the pension fund industry in Tanzania.

1.3.2 Specific Objectives

1. To determine whether management commitment has a positive impact on employees performance
2. To determine if internal communication has a positive impact on employee performance
3. To find out whether Workplace physical environment has a positive impact on employee performance
4. To assess if capacity enhancement has a positive impact on employee performance.

1.4 Research Questions

1.4.1 General Research Question

Does implementation of QMS ISO 9001 have significant impact on employee performance for the pension fund industry in Tanzania?

1.4.2 Specific Research Questions

1. Does management commitment have positive significant impact on employee performance?
2. Does internal communication have positive significant impact on employee performance?
3. Does Workplace physical environment have positive significant impact on employee performance?
4. Does capacity enhancement have positive significant impact on employee performance?

1.5 Significance of the Study

The study is significant in a number of ways. Firstly, to shed light on how Management or decision makers should consider whether to pursue Implementation of QMS ISO 9001 or not especially on the areas of employee's performance.

Secondly, the study will offer a significant contribution to existing theoretical and empirical knowledge regarding impacts on implementing QMS ISO 9001 on employee performance.

Finally, the study may serve as a reference and basis for further research on impacts of implementing QMS ISO 9001 on employee performance in developing countries.

1.6 Scope of the Study

The study focused on assessing the impacts of quality management system on employees' performance within NSSF – Temeke Region. The study covers only management commitment, internal communication, workplace physical environment and capacity enhancement as independent variables. Meanwhile employees' performance regarded as dependent variable.

1.7 Organization of the Study

The research report is organized into five chapters. Chapter one explains introduction part. Chapter two presents reviews of literature. Chapter three describes the research methodology used to carry out the study in which research design, area of the study, population of the study, sampling design and methods of data collection have been well discussed. Chapter four provides findings and discussion on the findings. Finally, Chapter five brings to an end the research with conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The objective of this chapter is reviewing the literature on implementation of quality management system. The chapter is structured as follows after this introductory section: section 2.2 provides conceptual definitions while section 2.3 gives a reflections on the theoretical literature is reviewed, and section 2.4 reviews the empirical literature on the quality management system, section 2.5 identifies research gap, then section 2.6 provides adopted research conceptual framework and finally with section 2.7 describes the theoretical framework of the study.

2.2 Conceptual definitions

2.2.1 Quality

The word "quality" shows a concern for customer satisfaction. Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

Quality is defined using different perspectives as it is still a subjective goal that has indefinable characteristics Kazan et al (2006). An early definition for quality is presented by Juran (1974) who defines quality as “*fitness for use*”. Juran’s definition originates mainly from customer’s perspective in defining quality. It is the customer who determines whether the received products or services satisfy his or her needs. Reeves and Bednar (1994) similarly agrees with this definition and define quality as excellence, value, conformance to specifications, and meeting or exceeding customers’ expectation. The term “fitness for use” defined by Juran (1974) is also included in the quality definition presented by Reeves and Bednar (1994).

Thus, the customer perspective with respect to quality is the master key that should be understood while determining any term for quality or definition of quality. Garvin (1987) sees quality as a multidimensional construct. He describes quality as having eight dimensions which include: performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality, while Hardie (1998) identifies the five categories into which Quality definitions could be placed: conformance to requirement, fitness for purpose, meeting customer perceptions, exceeding customer expectations and superior to competitor.

2.2.2 Meaning of ISO 9001 and Quality Management System

Basically ISO is a Greek word meaning “Equal”. International Organization for Standardization (ISO) is the world’s largest non-profit organization to develop and publish international management system standards on various subjects such as ISO 9001:2008 (Requirements for a QMS). Quality management system (QMS) is a set of interconnected processes designed and executed for the purpose of meeting customer requirements. Some quality professionals define QMS as the system to manage customer requirements. Researchers define Quality management (QM) is both a set of guiding principles and management style and that have been adopted by managers in organizations to improve competitiveness and organizational performance.

ISO 9000 standard document has undergone several changes and amendments for last two decades. The first standard was published in 1987. From 1987 until today the standard has been revised three times. The latest one which is being used worldwide is the ISO 9001:2008.

The 9001 reflects the code of the standard for the quality management system and the 2008 reflects the publishing year of the standard. The changes in the standards were necessary since they reflected the new needs of customers by removal of ambiguities or re-editing of written text in the previous standards. The ISO 9001:2008 standard is embedded with eight quality management principles. These principles, the fundamentals of any quality-oriented work organization, are the following:

Customer focus requires Organizations to depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations. Also Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

In addition to Involvement of people which require all people at all levels to be involved as they are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.

Further is Process approach which describes a desired result to be achieved more efficiently when activities and related resources are managed as a process.

Furthermore, System approach to management which requires to Identify, understand and manage interrelated processes as a system contribute to the organization's effectiveness and efficiency in achieving its objectives.

Finally Continual improvement describes the organization's overall performance should be a permanent objective.

2.2.3 ISO 9001:2008 Standard

ISO 9001:2008 promotes the adoption of a process approach when developing, implementing and improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting customer requirements.

A “process” can be defined as a “set of interrelated or interacting activities, which transforms inputs into outputs” (ISO 2008). Organizations need to identify and manage numerous linked processes to function effectively. The output of one process often forms the input of another process. “Process approach” is the “application of a system of processes within an organization, together with the identification and interactions of these processes, and their management to produce the desired outcome” (ISO 2008). ISO 9001 aims to encourage the adoption of a process approach. The model of such a process-based quality management system is presented in Figure 2.1 below.



Figure 2.1: Continual Improvement of the Quality Management System

Source: (ISO 9001:2008 Standard)

The process approach helps organizations to control the linkages between processes and the interfaces between the functional hierarchies of the organization. This approach emphasizes

the importance of Understanding and meeting requirements, the need to consider processes in terms of added value, obtaining results of process performance and effectiveness, and continual improvement of processes based on objective measurement (ISO, 2008).

The model of a process based quality management system in figure 1 illustrates the process linkages presented in Clauses 4 to 8. Each process has customers and other interested parties, either external or internal, that have needs and expectations of the process. These interested parties provide inputs for the organization and define the expected outputs of the process. The organization should then gather data about process performance, in particular about the satisfaction of interested parties (in the case of ISO 9001: the customers). These data should be analyzed to decide if there is any need for corrective action or improvement. These activities require allocation of resources like materials and people. Inputs and outputs can be tangible (such as equipment or materials) or intangible (such as energy or information). The organization should make sure that all the processes are adding value to the organization and their objectives and scopes are well aligned. Effectiveness and efficiency of processes can be evaluated through internal or external reviews (ISO, 2008).

In addition, the well-known “Plan-Do-Check-Act” (PDCA) can be used to define, implement and control corrective actions and improvements (ISO, 2008). The PDCA concept can be applied to all kinds of processes from simple operational activities to high level strategic processes (ISO, 2008).

PDCA methodology (ISO 2008)

- a) Plan -Establish the objectives and processes necessary to deliver results in accordance with customer requirements and the organization's policies.
- b) Do -Implement the processes.

- c) Check -Monitor and measure processes and product against policies, objectives and requirements for the product and report the results.
- d) Act -Take actions to continually improve process performance.

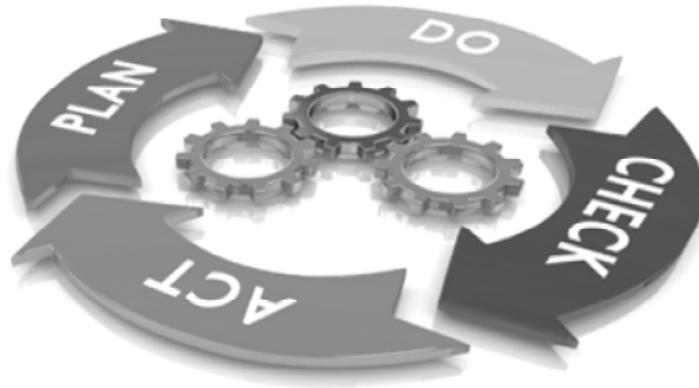


Figure 2.2: Plan-Do-Check-Act Cycle

Source: (ISO 9001:2008 Standard)

The requirements of ISO 9001:2008 are intended to be applicable to all organizations, regardless of their type, size and products. ISO 9001:2008 specifies requirements for a quality management system where an organization (ISO, 2008): “Need to demonstrate its ability to consistently provide product that meets customer and applicable statutory and regulatory requirements; and aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.”

2.2.3.1 Clauses 4 to 8 of ISO 9001:2008 describe the requirements.

Clause 4 indicates the general requirement for the quality management system. It requires organizations to establish, document, implement and maintain a quality management system and continually improve its effectiveness. Moreover, it requires organizations to have documented statements of a quality policy and quality objectives, a quality manual,

documented procedures and records of some processes to ensure the effective planning, operation and control of processes.

While Clause 5, describes requirements on management responsibility. It requires top management to provide evidence of their commitment to the development and implementation of the quality management system and to continual improvement of its effectiveness. Top management should make sure that customer requirements are determined and met to increase customer satisfaction. Top management is also responsible for the quality policy. Moreover, top management should make sure that measurable quality objectives are defined at relevant functions and levels within the organization. Furthermore, top management should ensure that responsibilities and authorities are determined and communicated. Finally, top management should review the quality management system at planned intervals.

Whereas Clause 6 states requirements on resource management. It requires organizations to identify and provide resources to implement and sustain the quality management system and continually improve its effectiveness, and to increase customer satisfaction.

Clause 7 describes requirements on product realization. It requires organizations to plan and develop the processes needed for product realization. Organizations should identify and review requirements related to the product. Organizations should also identify and implement effective arrangements for communicating with customers. They should plan and control the design and development of products. Moreover, organizations should make sure that purchased products conform to purchase requirements. Organizations should evaluate suppliers and select suppliers based on these evaluations. Finally, organizations should monitor and measure equipment that is used to measure the conformity of product.

However Clause 8 lists requirements on measurement, analysis and improvement. Organizations should measure customer satisfaction, quality management system processes, and characteristics of the product to make sure that product requirements have been met. Organizations should conduct internal audits at planned intervals. Organizations should make sure that nonconforming products are identified and controlled, and not delivered to customers. Organizations should determine, collect and analyze appropriate data to identify improvement opportunities. Finally, organizations should continually improve the effectiveness of the quality management system.

2.2.4 Employee Performance

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations Luthans and Stajkovic (1999); Pfeffer (1994).

In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness, Güngör (2011). Macky and Johnson (2000) pointed that improved individual employee performance could improve organizational performance as well. From Deadrick and Gardner's (1997) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters

which describe an employee's pattern of performance over time. On the other hand, Darden and Babin (1994) said employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints.

2.3 Theoretical Literature Review

The literature currently advances main theories purporting to explain the implementation of Quality Management System, each of which centers on idea of the implementation of QMS, top management commitment as well as quality improvement which offers an abundant amount of information and research on the matter. Also implementation of QMS to various Pension funds in Tanzania. Therefore this section aim to elaborate the implementation of QMS in pension funds industries and theories of QMS from various theorist like Juran, Ishikawa, Deming In the following paragraphs these information have been discussed as follows:

2.3.1 Quality Management System Implementation in Pension Fund Industries

2.3.1.1 NSSF

The National Social Security Fund started implementation quality management system in June 2013 for Head office and Temeke region and certified in January 2014, while other regions started on July 2014 and certified on September 2014.

2.3.1.2 PSPF

The PSPF not started to implementation of quality management system and not ISO certified.

2.3.1.3 PPF Pension Fund

The PPF pension fund started implementation on January 2015 and ISO certified on May 2015.

2.3.1.4 LAPF

The LAPF not started to implementation of quality management system and not ISO certified.

2.3.1.5 GEPF

The GEPF not started to implementation of quality management system and not ISO certified.

2.3.2 QMS Theories

The literature currently advances theories from Gurus of quality which centers on the idea of Quality management system implementation. The following paragraphs have elaborated in details about these theories of quality.

2.3.2.1 Deming

Deming is well-known for his 14 points of management and the Plan-Do-Check-Act (PDCA) Cycle that is still used today. Deming believed management is responsible for 94% of quality problems, and quality must be built into the product to achieve a high level of excellence Deming (1986). Deming philosophy begins with top management but maintains that a company must adopt the fourteen points of this system at all levels. Deming fourteen point plan, each of which can be derived from one or more of his SPK parts, is a complete philosophy of management, that can be applied to small or large organizations in the public, private sectors, which according to Deming (1986) "Are a signal that management intend to stay in business and aim to protect investors and jobs".

2.3.2.2 Juran

He developed the quality trilogy - quality planning, quality control and quality improvement- , and ten steps to quality improvement Juran (1988). Crosby is well-known for his "Quality is free" concept and his zero defects concepts. Crosby's philosophy can be described best by his four absolutes of quality improvement process Crosby (1989).

2.3.2.3 Feigenbaum

In 1991 is known as the originator of total quality control, a concept he introduced in the 1950s. Feigenbaum saw it as a business method and proposed three steps to quality as Quality leadership; Modern quality technology; and Organizational commitment. TQM requires a high degree of effective functional integration among people, machines, and information, stressing a systematic approach to quality. Clearly defined total quality system is a powerful foundation for TQM, and Quality is the responsibility of everybody in the company Feigenbaum (1991).

2.3.2.4 Ishikawa

He developed the Japanese style of Total Quality control (TQC), Company Wide Quality Control (CWQC) means that "Quality control consists of developing, designing, producing, marketing and servicing products and services with optimum cost-effectiveness and usefulness, which customers will purchase with satisfaction. To achieve these aims, all the separate parts of a company must work together" Ishikawa (1989). Ishikawa made many contributions to quality, the Ishikawa diagram and the assembly and use of the "seven basic tools of quality" such as Pareto analysis, Cause and effect diagrams, Histograms etc. Ishikawa (1985).

2.4 Empirical Literature Review

In above section theories regarding Quality Management System implementation have been described in detail. On other side there are numbers of researchers who have attempted to explain the impacts of QMS implementation on employee performance which form the review of empirical studies in this section and has a particular focus on those that have been conducted from Tanzania, Africa and worldwide in general and it is presented as follows:

2.4.1 Empirical Literature Review - Worldwide

Magd (2006) evaluated the results from a survey on ISO 9000 certified manufacturing companies in Saudi Arabia. An empirical survey of 175 certified manufacturing firms in Saudi Arabia. This study is focused on the benefits achieved from ISO 9000 implementation, level of satisfaction with the standard, the anticipated steps after ISO 9000 implementation, factors influencing the choice of registration agencies and the associated problems with registration agencies. Certified firms in Saudi Arabia have performed well in their registration process and have benefited from ISO implementation. This could be due to the high level of interest in the area of quality, as most customers request quality or a certificate to prove existence of quality products/services. For effective implementation of the standard in other organizations, the study recommended that organizations should plan carefully, measuring internal as well as external aspects and performing cost-effective analysis of the implementation process. Also they should use gap analysis to assess their actual abilities against ISO requirements. When this study was performed, the number of certified organizations was still small, constraining more in depth research in this area.

Jang & Lin (2007) empirically examined whether business can benefit from ISO 9000, and examines how motivation impacts the depth of ISO 9000 implementation and how the depth of ISO 9000 implementation impacts a firm's performance in Taiwan. A survey questionnaire was mailed to the 1,668 companies with ISO 9000 certification, and a total of

441 usable responses were returned. Using a structural equation model, this study empirically examines the relationship between ISO 9000 motivation and ISO 9000 implementation depth and how implementation depth influences firm performance. The results demonstrate that a positive relationship exists between the extent to which companies implement ISO 9000 and firm performance. Additionally, internal motivation fully mediates the relationship between external motivation and ISO implementation depth. Furthermore, the implementation of ISO 9000 directly and positively influences operational performance and indirectly affects market performance, in turn positively impacting business performance.

Ul-Hassan et al (2012) empirically examined the association between total quality management (TQM) practices and performance, i.e. quality, business, and organizational performance. The quantitative data were obtained through a survey from 171 quality managers of Pakistan's manufacturing industry. This study supports the hypothesis that TQM practices positively impact the performance. TQM tools and techniques (Incentive and Recognition System, Process, Monitoring and Control and Continuous Improvement) and Behavioral factors (Fact based-management, top management's commitment to quality, employee involvement and customer focus) contribute to the successful implementation of TQM. The study reports that successful adoption and implementation of TQM practices results in improving the performance of organization. The main implication of the findings for managers is that with TQM practices, manufacturing organizations are more likely to achieve better performance in customer satisfaction, employee relations, quality and business performance than without TQM practices.

Karahan and Tetik (2012) investigated effects of Internal customer satisfaction, customer satisfaction, in which the external companies will be successful in this study in line with its

strategy, total quality management practices was conducted to on employee performance. In this context, operating in the province of Malatya is certified in accordance with ISO 9001 Quality Management System in a company, Total Quality Management practices effects on employee performance, measured by means of a questionnaire prepared. The result of the survey data, Total Quality Management is doing a positive impact on the performance of applications running in general has revealed. Result of the analysis identified four factors that affect employee performance, the performance impact of these factors in determining the rank, the method of artificial neural networks used in classification feature.

Omer el Tigani (2011) assessed the impact of the implementation of the ISO Quality Management System upon the performance of participating workers. Qualitative as well as quantitative research was conducted. Data were collected using a quantitative survey administered to 150 participants from either governmental or private and both sectors in the State of Qatar. Findings include the implementation of the ISO 9000 QMS has no impact on the performance of the participating organizations' workers. This research study also revealed some important points related to the organizations' workers and their performances under the umbrella of the ISO 9000 Quality Management System, which leads the Researcher to raise some questions to the concerned people in the International Organization for Standardization (ISO).

Memari et al (2013) investigates the relationship between organizational commitment and employees' job performance in Meli Bank in Kurdistan Iran. The results revealed a positive relationship between organizational commitment and employees' job performance. In the comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant correlation with employees' job performance. Furthermore, the study explores the employees job performance with four demographic

variables, resulting that male employees are high performer vis-à-vis their female counterparts. The implications and limitations are also discussed at the end of the paper.

2.4.2 Empirical Literature Review - Africa

Muturi et al (2015) established effect of ISO 9001 implementation on performance of organizations in Kenya. It specifically targeted organizations listed on the Nairobi Securities Exchange which is the leading securities exchange in East Africa. Secondary data available from the NSE repositories on financial performance was collected from 19 of these organizations. The study covered five sectors namely: Finance; Automobiles; Manufacturing; Energy/petroleum and Commercial services. The survey made use of web content analysis to collect data from these organizations' websites. Data was collected on net profit, turnover and net assets over a four year period (2010- 2013). Results of the survey reveal that ISO 9001 certification influenced return on net assets of the organizations thereby influencing their performance. For other variables measured (net profit and turnover) there were no significant differences between the ISO 9001 certified organizations and the ones not certified on the same. Also no significant differences were noted across sectors of organizations covered in the survey.

Otieno et al (2015), examined the effects of QMS implementation on students' enrolment, and establish the effect of QMS implementation on employee performance and to establish the level of infrastructural growth of Maseno University. The study adopted a case study design since it was desirable for in-depth analysis. The target population was 1283 non-teaching staff of Maseno University. A sample of 296 employees was obtained from the population using stratified random sampling. Primary data was then collected using questionnaires while secondary data obtained from records in relevant offices. Data collected was analyzed using correlation, regression analyses. The presentation of

information was done in the form of tables. The study findings established that the QMS implementation had a strong positive impact on student enrolment with R2 of 0.615 and, infrastructural growth R2 of 0.398. The acquisition of a QMS appeared to have ignited an important role in service rendering capacity of the institution.

Benarbia et al (2015) investigated the effect of ISO 9001 certification of BeniSaf company performance, as perceived by the management. Results indicated that the ISO 9001 certification has a positive impact on BeniSaf Company's performance. The marketing advantages were the principal benefits and the benefits related to the human resources occupied the lowest position in the company.

Kibe and Wanjau (2014) explored quality management systems and their influence performance of food processing firms in Kenya, where, food processing companies still find it challenging to effectively implement quality managements systems that contribute towards realization of increased organization performance. Over 75% of food processing companies in Kenya are still struggling to embrace effective quality management systems as a strategy to gain a competitive edge in the target market through development of superior product quality, market growth and higher customer satisfaction.

The study found that quality management practices under study have a strong positive correlation with an organizations' competitive performance. These quality practices are critical in achieving and maintaining this competitive performance, they include top management support, capacity enhancement, adoption and utilization of information technology and control measures.

The study therefore recommends that food processing firms focus should thus be on modifying the culture of the whole organization with a view to transforming it into an

overtly quality-oriented culture, for the firm to achieve the benefits of a quality management system, it is critical to regularly run training in this area with the aim of instilling habits and make workers more receptive to the change of working methods. The implementation of quality management techniques enables organizations to improve internal efficiencies, which is considered as a prerequisite to become competitive in global marketplace.

Fening et al (2013) examined the linkages between total quality management and organizational survival in manufacturing companies in Ghana. The quantitative approach and the survey method of collecting data were used. The questionnaire was administered through the face-to-face method of collecting data. A sample of 250 manufacturing firms within the metropolis of Kumasi, the second largest city in Ghana was selected and interviewed. The missing data and data anomalies were eliminated resulting in a final valid sample of 101. A structural equation model (SEM) was proposed to examine the relationships between the seven organizational linkages and five practices of TQM impact on the Ghanaian companies. The findings showed significant positive effect of the seven Total Quality Management (TQM) elements on organizational performance. This study demonstrated that Ghanaian and foreign owned manufacturing companies believe that total quality management is a key-contributing factor to a firm's survival.

El Sakka and El Khamess (2013) determined the relationship between applying quality management system (QMS) and environmental standard on organizational performance (OP). Data in the study was collected from sample of 150 management staff of small and medium enterprises (SME'S) in Egypt. The collected data were analyzed using SPSS (Statistical Package for Social Sciences). The study found that quality management and environmental standard aspects were related to organizational performance. The study also revealed that applying quality management system and environment standard contributed to

organizational performance, it was found that quality management system had more effects on organizational performance than environmental standard , the findings of study provide empirical evidence that quality of management system significantly has an influence on the organizational performance more than the influence of environment standard findings.

Karani and Bichanga (2012) established how Total Quality Management (TQM) practices are employed while addressing these challenges by examining whether there are any gaps or discrepancies (positive or negative) between the service quality management offered by KWS and the actual TQM practices by (KEBS, 2008). The study was guided by the following objectives: To determine the TQM principles used, to obtain the effects of TQM implementation on organizational business performance, to determine challenges in the implementation of TQM.

Fapohunda (2012) examined correlate of total quality management as a leadership style on organization performance. The current trend of total quality management as used in work organisations prompted the interest of this study. The objective was to establish relationship between total quality management and organization performance using a manufacturing company in Nigeria. One hundred and fifty (150) questionnaires were returned in usable condition. With the aid of chi-square statistical method, the four hypotheses formulated were tested. The findings showed a significant relationship between total quality management and organizational performance; between TQM and defect prevention and defect detention errors; between the success of TQM and perception of organization members; between total quality management and effective management of resistance to change performance. This study recommends that management should also provide enabling environment to implement total quality management policy with democratic leadership styles in the organisation and should think of how satisfy customers at the first time always.

It concludes that a major strategy for achieving high quality is Total Quality Management (TQM) and a management system for improving performance throughout a firm by maximizing customer's satisfaction, making continuous improvements and relying heavily on employee involvement – all these should be established by work organisations in respective of the sector involved.

2.4.3 Empirical Literature Review - Tanzania

Mangula (2013) assessed the impact of quality management system (ISO 9001) in improving the organizational performance in terms of quality and quantity (volume) of the products. A descriptive research design using survey was adopted in this paper. The sample size of 40 respondents was selected using simple random approach. Data regarding the impact of Quality Management System (ISO 9001) certification on the organization performance with respect to quality and quantity (volume) of the products were collected mainly using questionnaires. The collected data were analyzed using descriptive analysis such as mean and standard deviation where by inferential statistics were done through Chi-square test. The findings in this paper reveal that the quality of products as well its quantity (volume) has been improved in those organizations which have been certified with Quality Management System (ISO 9001). However the paper point out some quality problems such rework and rejects of some products which do not conform to customer requirements. For the sake of quality improvement this paper recommends that; top management should be committed and active in implementing the requirement stipulated in the ISO 9000 certification, regular training as well adhering to team work approach.

2.5 Research Gap

In paragraphs under section 2.4, the review of the relevant literature on impacts of implementation of QMS ISO 9001 on business or organizational performance have been

well researched, evident and documented in developed countries, emerging markets like Saudia Arabia, Pakistan, Iran, India and few in Africa. However there is little information of empirical studies in Tanzania context. Therefore the study required to fill or bridge the knowledge gap existing by empirically chalking out the impacts of implementation of QMS ISO 9001 on employee performance for the pension funds industry in Tanzania.

2.6 Conceptual Framework

The following conceptual framework has been adopted and diagram describes the relationship among variables of interest.

The dependent variable in this study is employees' performance and independent variables are management commitment, internal communication, workplace physical environment and capacity enhancement.

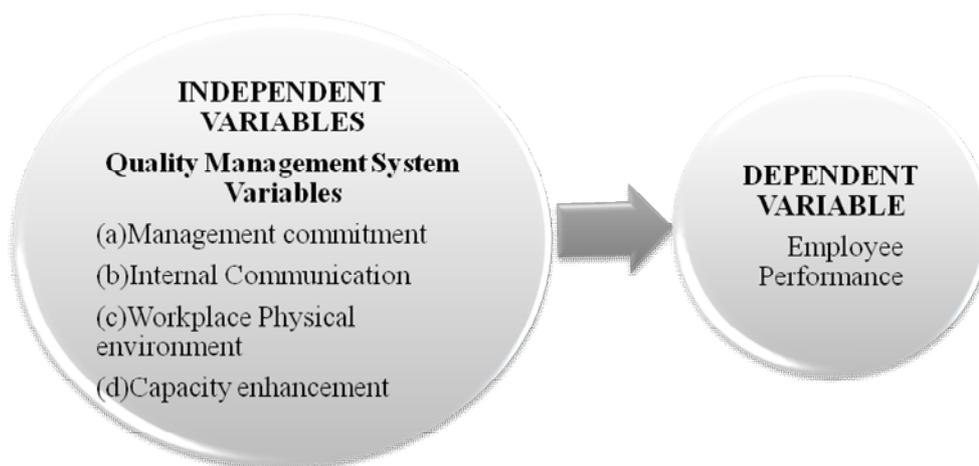


Figure 2.3: The Conceptual Framework of the Study

Source: (Researcher)

2.7 Theoretical Framework

Theoretical framework is the structure that can hold or support a theory of research study. It introduces and describes the theory explains why the research problem under the study

exist. This framework helps to see clearly the variables of the study and explain any relationship exist, Luse, Mennecke, & Townsend, (2012).

The relationship of Management Commitment and Employees Performance on quality management system is derived from clause 5.1 of Management Commitment which explains that top management shall provide evidence of its commitment to the development and implementation of the quality management system and continually improving its effectiveness by establishing the quality policy, ensuring that quality objectives are established and conducting management reviews.

Moreover Clause 5.5.3 explains the relationship of Internal Communication and Employees Performance on the basis that top management shall ensure that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the quality management system.

Furthermore Clause 6.4 of Work Environment depicts the organization shall determine and manage the work environment (physical, environmental and other factors such as noise, temperature, humidity, lighting or weather) needed to achieve conformity to product requirements.

On top of that, Clause 6.2.2 of Competence, Training and Awareness describes the relationship of Capacity Enhancement and Employees Performance on the criterious that the organization shall: determine the necessary competence for personnel performing work affecting conformity to product requirements, provide training or take other actions to achieve the necessary competence and ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, the target population, sample and sampling procedures, reliability and validity of the research instruments as well as the techniques used in data analysis.

3.2 Research Design

The most important problem after defining the research problem is preparing the design of the project. A research design helps to decide upon issues like what, when, where, how much, by what means etc, with regard to research study. In general, the research design is the conceptual structures within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data, Seltiz et al (1962).

The study adopted an explanatory research design. Saunders et al (2003), Studies that establish causal relationships between variables may be termed explanatory studies. The emphasis here is on studying a situation or a problem in order to explain the relationships between variables. An explanatory research design is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. The ultimate goal is to learn about a large population by surveying a sample of that population that was used to explain what is in existence in respect to conditions or variables that are found in a given situation without influencing the variables. The study was to establish the correlation and causal relationship between quality management system implementation and employees performance of an organization.

Also the study adopted case study strategy. Robson (2002) defines case study as ‘a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’ and in which multiple source are used.

3.3 Area of the Study

The study was conducted in NSSF Temeke Regional Office which is located in Dar es Salaam city along Nyerere Road at Quality Centre building. This area is selected because it is the largest region of NSSF in Tanzania with total contribution collection of Tshs. 104 million in the last 2014/2015 financial year. Also it was the first region to be ISO 9001:2008 certified in January 2014 amongst other regions in Tanzania and therefore believed that the study area would give a wide and varied view of the problem under study.

3.4 Population of the Study (Target Population)

The population of interested in the study comprised of Chief Manager, Principal Officers, Seniors Officers, QMS coordinators and Officers who are employees of NSSF Temeke, which are the only region that is ISO 9001:2008 certified early in January 2014 than other regions within NSSF Tanzania. The target population was 76 as shown in table 3.1

Table 3.1: Target Population

S/N	Name of Title(Position)	Total Population
1.	Chief Manager	1
2.	Principal Officers	3
3.	Seniors Officers	5
4.	QMS Coordinators	3
5.	Officers	64
	Total	76

Source: (NSSF Temeke Staff Disposition Report as at 31 July 2015)

3.5 Sampling Design and Sample size

Kothari (2004) define a sample as part of the target population that has been procedurally selected to represent it. Sampling is the process of systematically selecting representative elements of a population.

3.5.1 Sampling Design

The study employed purposive sampling to select the Chief Manager, Principal Officers, Seniors Officers and QMS Coordinators purposive and simple random sampling was used to select the officers within the NSSF Temeke. In purposive sampling, Subjects are selected because of some characteristic. Purposive sampling is popular in qualitative research. Patton (1990) has proposed that among other cases, purposive sampling can be appropriate where there's maximum variation in responses and it serves to identify important common patterns that cut across variations.

Again it was important to purposively sample as it was also found that Chief Manager, Principal Officers, Seniors Officers and QMS Coordinators were directly involved with the organizational implementation.

Therefore the sampling procedure was chosen since the study had more knowledgeable and readily available respondents. Simple random sampling was used to avoid biasness and every individual to have an equal chance to participate in the study. It also ensured that the cost per observation was greatly reduced.

Table 3.2: Sampling Design and Sample Size of the Study

S/N	Name of Title(Position)	Sample Size	Sampling Design
1.	Chief Manager	1	Purposive
2.	Principal Officers	3	Purposive
3.	Seniors Officers	5	Purposive
4.	QMS Coordinators	3	Purposive
5.	Officers (Compliance, Benefit and Accounts Departments)	45	Simple Random Sampling
	Total	57	

Source: (Researcher)

3.5.2 Sample Size

A sample size of the study was 57 respondents chosen for the NSSF Temeke as per illustrated in Table3.2.The sample size of the study was calculated using the formula below as recommended by Saunders (2004):

$$Z^2 * (p) * (1-p)$$

$$\frac{\text{—————}}{c^2}$$

Where:

Z = Z value (e.g. 1.96 for 95% confidence level)

p = percentage picking a choice, expressed as decimal (p= 50%)

c = confidence interval (margin error) expressed as decimal (c=13%)

$$= \frac{1.96^2 * 0.5 * (1-0.5)}{(0.13)^2}$$

$$= \frac{0.9604}{0.0169} = 56.82 \quad \longrightarrow \quad 57$$

3.6 Method of Data Collection

3.6.1 Primary Data

The study adopted primary data as a source of collecting information regarding the impacts of ISO 9001 quality management system implementation on employee performance. Through primary data the researcher was able to probe more information from the respondents.

3.7 Data Collection Tools

This refers to the tools to be used for collecting data and how this tool has been developed. The data collection instruments tool that were used to collect data from the selected respondents were questionnaires. Selection of this tool was guided by the nature of data to be collected, time available and objectives of the study.

3.7.1 Questionnaire

The semi structured questionnaires has been adopted as tool of data collection under this study of assessing the impacts of ISO 9001 quality management system implementation on employee performance. Questionnaire in a general term include all techniques of data collection in which each person is asked to respond to the same set of questions in a pre-determined order DeVaus (2002).

The self-administered questionnaires completed by the respondents delivered by hand to each respondent and collected later (delivery and collection questionnaires). An adequate time was given for the respondent to answer questions, and the respondent used semi-structured questionnaires to avoid misunderstanding or wrong interpretation. Robson (2002), questionnaire work best with standardised questions that you can be confident will be interpreted the same way by all respondents.

The questionnaires consisted closed ended, and utilized a five point likert scale which were assigned scores of between 1 and 5,namely Strongly Agree (5), Agree (4), Neutral (3), Disagreed (2) and Strongly Disagree (1) This allowed the researcher to draw conclusions based on comparisons made from the responses. The researcher opted to use questionnaires so as to collect a lot of information over a very short period of time which distributed to one Chief Manager, three Principal Officers, five Senior Officers, three QMS Coordinators and forty five Officers from Accounts, Benefit and Compliance departments. The questionnaire consisted of two parts A and B (Appendix A).

3.8 Reliability and Validity of Data

3.8.1 Reliability of Data

According to Saunders et al (2003), Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings. It is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability is influenced by random error. Reliability of data was checked by applying Cronbach's Alpha which measures internal consistency or average correlation of items in a survey instrument to gauge its reliability.

The Cronbach's Alpha formula was used since reduces the time required to compute a reliability coefficient in other methods. Its coefficient is also a conservative estimate of reliability hence avoids overestimation. The Cronbach's Alpha coefficient obtained was **0.795** which indicates a high level of internal consistency for our scale within the questionnaire instrument as shown in the table 3.3.

Table 3.3: Reliability Statistics for Cronbach's alpha

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.795	.713	10

Source: (SPSS)

3.8.2 Validity of Data

According to Saunders et al (2003), Validity is concerned with whether the findings are really about what they appear to be about. It is the accuracy and meaningfulness of inferences, which are based on the research results.

3.9 Data Analysis

Data was screened to ensure that responses are legible and understandable and that responses are within an acceptable range and are complete. Collected data and responses from questionnaires was coded and entered into the Statistical Package for Social Sciences (SPSS) program for analysis.

3.10 Ethical Issues

To ensure that the study complied with the ethical issues pertaining research undertaking, a permission to conduct the research was sought from the NSSF Temeke regional office. A full disclosure of all the activities concerning the study were explained to the authorities and this involved the study intention which was only for learning purposes. A high level of confidentiality and privacy was observed and the findings of the study will only submitted to the University and NSSF Temeke regional office.

Also a permit to conduct the research was also obtained from the NSSF Temeke regional office. All this was done in a confidential to ensure that the research was to be conducted in strict regard to spelt out ethical guidelines. In respect for the informants and in order to protect them from abuse resulting from the data they gave for the research, data was presented in such a way that it did not link to individuals who gave it.

CHAPTER FOUR

FINDINGS AND DISCUSSION OF FINDINGS

4.1 Introduction

The objective of this chapter is to present findings and discussion on the findings. The chapter has been structured as follows; 4.2 present demographic characteristics of respondents 4.3 data analysis 4.4 provides discussion on findings, finally 4.5 presents the summary.

4.2 Demographic Characteristics of the Respondents

This section presents a brief description of the demographic characteristics of the sampled respondents involved in this study. Such a description is considered to be very important in providing a better understanding of the respondents included in the study and therefore provide a good foundation for a detailed discussion of the results based on the stipulated objectives of the study. The demographic characteristics included rate of responses, position (designation), experience (length of service) and QMS awareness of respondents.

4.2.1 Rate of Respondents

The rate of responses from the questionnaire as per sample size, the total of 55(96.5%)of respondents were able to respond on the questionnaires delivered to them at NSSF Temeke. This implies that the findings of the study covered the maximum proportional of above 95% of the respondents. Therefore findings are valid and describe the reality of research problem as shown in the table 4.1.

Table 4.1: Frequency of Rate of Respondents

Responses Rate of Respondents				
S/N	Name of Title(Position)	Sample Size	Frequency (N)	Percent(%)
1	Chief Manager	1	1	100.00%
2	Principal Officers	3	3	100.00%
3	Seniors Officers	5	3	60.00%
4	QMS Coordinators	3	3	100.00%
5	Officers	45	45	100.00%
	Total	57	55	96.49%

Source: (Researcher)

4.2.2 Position of Respondents

The researcher sought to establish the position of the respondents. These respondents were grouped in line with the leadership and involvement of people of the principles of quality management system. The leadership part of respondents accounted 18.2% and subordinate accounted 81.8%. This is complied with Pareto theory of 80/20 as well as full engagement of employees in the problem of the study which gives a better perspective in a day to day operations and implementation of quality management system within the regional as shown in the table 4.2.

Table 4.2: Frequency of Position of Respondents

Position of the Respondent			
		Frequency (N)	Percent (%)
Valid	Chief Manager	1	1.8
	Principal Officer	3	5.5
	Senior officer	3	5.5
	QMS Coordinator	3	5.5
	Officer	45	81.8
	Total	55	100.0

Source: (Field Data)

4.2.3 Experience of Respondents

On the length of service, 31 (56.4%) of respondents had served for more than three (3) years, 16 (29.1%) of respondents had served between two (2) to three (3) years and 8 (14.5%) of respondents had served less than one (1) year in the region. The data showed that majority of respondents had served between two (2) to above three (3) years, 85.5% of respondents which is considerably long period enough to provide significant information concerning regional operations and management. The longer one stays in a job, the better understanding of the organization he/she has. It is also true that some employees will have very little understanding of the organization in their earlier years as shown on table 4.3.

Table 4.3: Frequency of Experience of Respondents

Experience of the Respondents			
		Frequency (N)	Percent (%)
Valid	Less than one year	8	14.5
	Two to three years	16	29.1
	Over three years	31	56.4
	Total	55	100.0

Source: (Field Data)

4.2.4 QMS Awareness of Respondents

The data showed that 50.9% and 49.1% of respondents agree and strongly agree respectively on the awareness of quality management system. This findings show that all respondents were able to describes the concept of quality management system which implies that study covered the maximum proportion acceptance of their awareness from respondents. Therefore the possibilities of missing data due to lack of awareness were reduced as shown in the table 4.4.

Table 4.4: Frequency of QMS Awareness of Respondents

QMS Awareness			
		Frequency (N)	Percent (%)
Valid	Agree	28	50.9
	Strongly agree	27	49.1
	Total	55	100.0

Source: (Field Data)

4.3 Data Analysis

4.3.1 Analysis of Descriptive Statistics

From table 4.5 it can be observed that responses from all respondents (55) depict the mean value greater than four (4), ($\text{mean} > 4$) and standard deviation greater than 0.4500. This implies that all variables were agreed on average about the impacts of quality management system on employee performance. Basing on individual sub variable on each question, the findings revealed as follows:

The highest was 4.5091 mean values regarding the acceptance of favourable office place as a contributing factor on employee performance. This show that when NSSF office environment is conducive the employees can work at very comfort zone like favourable temperature and humidity which result to the higher productivity.

While the lowest was 4.1091 mean value of selection, promotion and appointment of staff position by merit being the factor result to the higher productivity of employee. This revealed that the placement of right personnel on the assigned tasks with motivation of promotion correlate to the higher productivity within NSSF.

Table 4.5: Depicts the Descriptive Statistics Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
support quality objectives	55	4.00	5.00	4.3273	.47354	.224	.757	.322
support quality policies	55	4.00	5.00	4.4364	.50050	.251	.264	.322
selection, promotion and appointment of staff to position by merit	55	2.00	5.00	4.1091	.91637	.840	-.672	.322
established communication process	55	3.00	5.00	4.3091	.66312	.440	-.438	.322
defined duties and responsibilities	55	3.00	5.00	4.2182	.56735	.322	.005	.322
communicated quality policies	55	3.00	5.00	4.3091	.57325	.329	-.110	.322
encouraged to work on team work	55	3.00	5.00	4.4182	.71209	.507	-.818	.322
favourable office place	55	3.00	5.00	4.5091	.53998	.292	-.403	.322
conducted training	55	3.00	5.00	4.4545	.66160	.438	-.823	.322
provision of other specific staff resources	55	3.00	5.00	4.2182	.78625	.618	-.412	.322
Valid N (listwise)	55							

Source: (Field Data)

Other top management support on quality policy and quality objectives found with mean value of 4.4364 and 4.3273 respectively as among of top management commitment effort that impact the toward employee performance. This shows that support of quality policy and quality objectives by ensuring that the necessary resources are available at a point in time to achieve the policy and stated objectives which is the centre of quality management system and lead to the higher productivity of employees of NSSF during implementation.

Furthermore, Internal communication found with 4.3091 mean value as existence of internal communication process and mechanism like staff meeting, internal memo impact the employee performance, others are defined duties and responsibilities, communicated quality policies and encouraged team work with 4.2182, 4.3091 and 4.4182 mean value respectively. The existence of staff meeting and other communication methods within NSSF assisted the assigned tasks and other responsibilities to be well understood by employees and result to increase the productivity of their assigned communicated tasks.

In addition on job training (building capacity program) and provision of necessary resources to staff found with mean value of 4.4545 and 4.2182 respectively as amongst of contributing factor on employee performance. This show that when NSSF staff is well trained through on job training the competency level is increasing which resulted to yield the desired output as per required standard and eventually increase productivity.

Therefore basing on the data given, it is depicted that there is impact of ISO 9001 quality management system implementation on employees' performance for the case of NSSF Temeke regional office.

4.3.2 Correlation Analysis

From table 4.6, the analysis of data show that management commitment, internal communication, workplace physical environment and capacity enhancement have positive impacts on employees' performance for the case of NSSF Temeke regional office. The data revealed that there is agreed percentage greater than 84% for all variables.

On the side of management commitment out of 100% the total of 91.5% (involve 52.13% agreed and 39.37% strongly agreed) accepted that Management commitment has impacts on employee performance as part of quality management system implementation, while 6.67% were undecided and 1.83% disagree on impacts of management commitment. The Management commitments involve the full support of quality objectives, quality policies and selection of staff for the assigned duties. During implementation when Management ensures these support the productivity of employee found to be very higher and vice versa is true.

Furthermore internal communication found to be accepted as one of the factor that impacts the performance of employee in the area of the study. It was observed that the total of 90.9 % (involve 50.45 % agreed and 40.45% strongly agree) accepted with the statement while 9.1% were undecided in which no respondent disagree with the stated statement. This attributed by establishment of internal communication process and mechanism which provide a platform for discussion job related issues with existence of defined duties and responsibilities and working in a team.

Moreover, workplace physical environment found with exceptional acceptance of 98.2% (52.70% and 45.50%) by respondents which agreed that the workplace has much impact of performance of employees in the areas of study, while only 1.8% were undecided with statement and no disagree from respondents. With the favourable working environment like

temperature and humidity employee can be comfortable to deliver what expected or desired and eventually increase productivity. This show how capacity enhancement like on job training has direct impact by building the competency level to staff and lead to higher output.

In addition, capacity enhancement toward performance of employees accepted with 84.5% by all respondents with undecided of 15.45% of the statement under the study while there was no rejection at all for the statement.

In general, the proportional of undecided for all variables were below 20%, this is in line with the frequency of QMS awareness trend where by all respondents found to be aware by 100% (refer table 4.4). Also the proportional of disagree found below 2% only from management commitment variable which is in line with 85.5% respondents found with experience between two years and above (refer table 4.3) which were able to describe the situation in detail.

Table 4.6: Relationship of Variables

		Variables			
		Management Commitment	Internal Communication	Workplace Physical Environment	Capacity Enhancement
Employee Performan ce	Disagree	1.83%	0.00%	0.00%	0.00%
	Neutral	6.67%	9.10%	1.80%	15.45%
	Agree	52.13%	50.45%	45.50%	35.45%
	Strongly agree	39.37%	40.45%	52.70%	49.05%
	Total	100.0%	100.0%	100.0%	100.0%

Source: (Field Data)

4.4 Discussion of the Findings

From the above presented result, the following have been analyzed as follows:

The findings of the study revealed that, management commitment has 91.5% proportional of acceptance as the impacts on employees' performance. This implies that when quality management system is well implemented by considering principles and ISO 9001:2008 standard, the performance of employee will eventually improved than before the implementation of quality management system. This findings is similar with study of Abdulrashid et al (2003) studied 202 managers in Malaysian companies and their research findings suggested that organizational commitment are interrelated and have far reaching impacts on the job performance.

On other side, the findings of the study show that, 90.9% of respondents acceptable the role of internal communication toward employee performance. This implies that on well established and effective internal communication the performance of employee will be improved. Therefore through quality management system whereby internal communication is engineered as per clause 5.5.3, the performance will be higher than before quality management system implementation. This finding is similar to the study of Opitz and Hinner, (2003) who proved that internal communication had a direct impact and relationship with productivity.

Also the findings of the study revealed that, there is a significantly impacts of workplace to the performance of employee. The respondents agreed with 98.2% on that statement. This implies that the good the working environment the better the performance. This finding is similar to the study of Akinyele, (2007) who concluded that conducive work environment ensures the wellbeing of employees which always was enable them exert themselves to their roles with all force that may translate to higher productivity.

Moreover, the result of the study depicted the 84.5% of opinions agreed that capacity enhancement lead to the increase of higher performance of employee. This implies that the higher the capacity building programs the higher the productivity of the employee. This finding has the similar nature with the study conducted by Gulet al (2012) who suggested that organizations should provide capacity development programs for employees to increase new and improved business knowledge and for enhancement of employee performance and productivity. Also the study of Al-Roubaie (2010), have suggested that impact of capacity building boost up human capital, and as value addition to local economy.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of this chapter is to describe the conclusion of the study. The chapter is structured as follows; 5.2 provides summary of the study 5.3 describes implication of the study 5.4 presents recommendations of the study 5.5 describes limitations of the study, finally 5.6 gives suggested areas for further research.

5.2 Summary of the main findings

The study examined the impacts of ISO 9001 quality management system implementation on employee performance for the pension fund industry in Tanzania. The result of the study revealed that management commitment, internal communication, workplace physical environment and capacity enhancement have positive impacts on employee performance in context of NSSF Temeke regional office which is in line with the existing literature and theoretical predictions of the quality management system like Benarbia et al (2015) and UI-Hassan et al (2012).

5.3 Implications of the findings

The findings of study imply that, the employee performance and productivity from employee can be realized through proper implementation of quality management system. The study evidenced that top management, internal communication, workplace physical environment and capacity enhancement as a part of quality management practice have impacts of employee productivity on the pension Tanzania. Therefore the more top management commitment invested in the organization the higher the employee productivity.

The same to the more internal communication mechanism, favourable workplace environment and capacity building program established within the organization the more productivity of employee obtained.

5.4 Conclusion

The study aimed to examine the impacts of management commitment, internal communication, workplace physical environment and capacity enhancement as a part of quality management system on the employee performance for the pension fund in Tanzania with case study of NSSF. The study concluded that management commitment has direct relationship with performance of employee in perspective of NSSF. Also the findings conclude that internal communication, workplace environment and capacity enhancement have direct positive impact on employees' performance.

5.5 Recommendations

In line with findings of this study the following can be deduced:

This study recommends that since Implementation of ISO 9001 quality management system (management commitment, internal communication, workplace physical environment and capacity enhancement) have been found to have positive effects on employees' performance, it is necessary that it be adopted as a quality management model in all pension funds in Tanzania and district of NSSF regions.

The study also recommends that Management of NSSF be enlightened on the importance of quality management practices on organizational performance to enhance the level of management commitment to the practice and consequently achieve better organizational performance.

Moreover this study recommends that all supervisors (Chief Manager, Principal Officers, Senior Officers and QMS coordinators) should also increase the internal communication level to all employees in their day to day activities so as to improve their levels of productivity in the organization.

In addition, this study recommended that since workplace physical environment has an effect on employee performance, it is necessary for management to ensure the office working environments are conducive to stipulate the employee to work and increase productivity.

Finally, the study recommends programs of building capacity and other training necessary to the employees are implemented and taken into consideration as on job training play greater role in increasing employee productivity.

5.6 Limitations of the Study

In content of this study, the study focused on impacts of ISO 9001 quality management system implementation on employee performance whereby employee performance is dependant variable and management commitment, internal communication, workplace physical environment and capacity enhancement as independent variable using the case study of NSSF in the region of Temeke. This indicates that the findings of this study explain only these variables not otherwise.

Therefore the study was limited to NSSF Temeke, whereby the data was collected from 31st July 2015 to 14th August 2015. The study was limited to the primary data which was collected through self structured administered questionnaire with explanatory research design. Limitation of the study is addressed and therefore deserves further research before conclusion be drawn.

5.7 Suggested Areas for the Further Research

The results and the analysis have revealed some additional questions which need to be answered in future studies.

More variables can be used to assess the impacts of ISO 9001 quality management system like financial performance, organizational reputation, cost minimization and customer satisfaction as independent variables. Also dependent variable like certified and non certified pension fund of organization.

On other hand, the same study of assessing the impact of quality management system can be conducted by considering another research methodology like secondary data of instead of primary data of this study.

Finally on the basis of the empirical findings in this study, it can be concluded that further related research would be desirable; the study can be conducted by changing case study like Telecommunication companies, schools, banking industries, listed firms to investigate whether the same result can be obtained.

REFERENCES

- Ahire, S., Golhar, D., and Waller, M. (1996). Development and validation of TQM implementation constructs. *Decision Sciences*, 27(1), 23-56.
- Al-Roubaie, A. (2010). Building indigenous knowledge capacity for development. *World Journal of Science, Technology and Sustainable Development*, 7 (2), 113 – 129.
- Belay, A. M., Helo, P., Takala, J., & Kasie, F.M. (2011). Effects of quality management practices and concurrent engineering in business performance. *International Journal of Business and Management*, 6(3), 45-62.
- Curkovic, S. and Pagell, M. (1999). “A Critical Examination of the Ability of ISO 9000 Certification to Lead to a Competitive Advantage”. *Journal of Quality Management* 4(1):51-67.
- Darden, W. R and Babin, B. J (1994). “Exploring the Concept of Affective Quality: Expanding the Concept of Retail Personality,” *Journal of Business Research*, 29, 101-109.
- Deadrick, D. L., and Gardner, D. L. (1997). Distributional ratings of performance levels and variability: An examination of rating validity in a field setting. *Group and Organization Management*, 22:317-342.
- Deming, E. W. (1986). *Out of Crisis*, Cambridge, MA: MIT *Center for Advanced Engineering*.
- Deming, W. E. (1986). *Out of the Crisis*, Cambridge: *Massachusetts Institute of Technology*.
- DeVaus, D. A. (2002). *Surveys in Social Research*. St. Leonards, NSW. 5th edition.
- Dimitrios, P. Kafetzopoulos, Evangelos L. Psomas, Katerina D. Gotzamani, (2015) "The impact of quality management systems on the performance of manufacturing firms", *International Journal of Quality & Reliability Management*, Vol. 32 Iss: 4, pp.381 – 399.

- El Sakka, S & El Khamess (2013). The Impact of Applying Quality Management System and Environment Standard on Organization Performance an Application on SME'S in Egypt. *European Journal of Business and Management*. Vol.5, No.19, 2013.
- Esin. S. and Hilal, O., (2014). "The Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey," *Advances in Decision Sciences*, vol. 2014.
- Feigenbaum, A.V. (1991). Total Quality Control. McGraw-Hill, Inc., New York, NY.
- Feng, M, Terziovski and Samson, D. (2007). Relationship of ISO: 2000 quality system certification with operational and business performance:A survey in Australia and New Zealand-based manufacturing and services companies,*J ManufTechnol Manage*. 19:22-37.
- Fening, A, Amaria, P, and Frempong, E. O, (2013). Linkages between Total Quality Management and Organizational Survival in Manufacturing Companies in Ghana. *International Journal of Business and Social Science*. Vol 4. No. 10.
- Garvin, D. A. (1987). "Competing on the eight dimensions of quality," *Harvard Business Review*, Vol. 65, No. 6, 1987, pp. 101-109.
- Geodhuys, M. and Sleuwaeghe, L. (2013). "The Impact of International Standards Certification on the Performance of Firms in Less Developed Countries". *World Development*. 47, 87–101.
- Gul, A., Akbar, S., and Jan, Z. (2012). Role of Capacity Development, Employee empowerment and Promotion on Employee Retention in the banking sector of Pakistan. *International. Journal of Academic Research in Business and Social Sciences*. 2 (9), 284-300.
- Gunasekaran, A. (1999). Enablers of Total Quality Management Implementation in Manufacturing: A Case Study. *Total Quality Management*, 10(7), 987-996.

- Güngör, P. (2011). The Relationship between Reward Management System and Procedia Social and Behavioral Sciences, 1510-1520. Retrieved from <http://www.sciencedirect.com>
- Gurnani, H. (1999). Pitfalls in Total Quality Management Implementation: The Case of a Hong Kong Company. *Total Quality Management*, 10(2), 209-228.
- Hardie, Neil. (1998). "The effects of quality management on business performance." *Quality Management Journal*. 5:65-83.
- Ishikawa, K. (1985). *What Is Total Quality Control? The Japanese Way*. Englewood Cliffs, NJ:Prentice-Hall.
- Ishikawa, K. (1989). *Introduction to Quality Control*. JUSE Press Ltd, Tokyo.
- ISO, (2008). *ISO 9001:2008 Quality Management Systems - Requirements*. ISO, Geneva, Switzerland.
- ISO, (2008). *ISO 9000 Introduction and Support Package: Guidance on the Concept and Use of the Process Approach for management systems*. Retrieved August 19, 2014.
- ISO, (2009). *ISO 9004:2009 Managing for the sustained success of an organization – A quality management approach*. ISO, Geneva, Switzerland
- ISO, (2009). *ISO/TS 16949:2009 Quality management systems -- Particular requirements for the application of ISO 9001:2008 for automotive production and relevant service part organizations*. ISO, Geneva, Switzerland.
- ISO, (2009). *Selection and use of the ISO 9000 family of standards*. Retrieved April 3, 2014. http://www.iso.org/iso/iso_9000_selection_and_use-2009.pdf.
- ISO, (2011). *ISO 19011:2011 Guidelines for auditing management systems*. ISO, Geneva, Switzerland.
- ISO, (2012). *Quality management principles*. Retrieved April 3, 2014.
- Juran, J. M. (1988). *Juran on Planning For Quality*. New York: Free Press.

- Juran, J. M (1974). *The Quality Control Handbook*, 3rd Edition, New York: McGraw-Hill, 1974.
- Karani, S. R, &Bichanga, W.O. (2012). Effects of Total Quality Management implementation on business performance in service institutions: a case of Kenya Wildlife Services. *International Journal of Research Studies in Management*. Vol1, No.1, 59-76.
- Kaynak, H., (2003). The relationship between total quality management practices and their effects on firm performance. *Journal of Operations Management*. 21 (4), 405-435.
- Kazan, H., Ozer, G. and Cetin, T. A. (2006).The effects of manufacturing strategies on financial performance,Measuring Business Excellence,Vol No.1 pp 14-26.
- Kaziliunas, A. (2010). Success Factors for Quality Management System: Certification Benefits. *Intellectual Economics*. 2 (8), pp 30-38.
- Khan, S. H., (2012). Implementing Total Quality Management in Indian Higher Education;with special reference to teacher educational institutes;problems and prospects.Indian Streams Res J.Vol.2.
- Kibe, E. N., and Wanjau, K, (2014). The Effect of Quality Management System on the Performance of Food Processing Firms in Kenya. *IOSR Journal of Business and Management*. (IOSR-JBM). Vol116.
- Kuei, C., Madu, C. and Lin, C. (2001). The Relationship between Supply Chain Quality Management Practices and Organizational Performance. *International Journal of Quality & Reliability Management*, 18(8), 864-872.
- Luse, A., Mennecke, B. and Townsend, A. (2012). Selecting a research topic: A framework for doctoral students. *International Journal of Doctoral Studies*, 7, 143-152.
- Luthans, F. and Stajkovic, A. D (1999). Reinforce for performance: the Need to Go Beyond Pay and Even Reward. pp: 49-57.

- Macky, K and Johnson, G. (2000). *The strategic Management of Human Resources in New Zealand. Auckland, New Zealand: Irwin/McGraw-Hill.*
- Magd, H. A. E. (2006), "An investigation of ISO 9000 adoption in Saudi Arabia", *Managerial Auditing Journal*, Vol. 21 No. 2, pp. 132-47.
- Mangula, M. S (2013). Effect of Quality Management Systems (ISO 9001) Certification on Organizational Performance in Tanzania: A Case of Manufacturing Industries in Morogoro. *International Journal of Technology Enhancements and Emerging Research*. Vol1, Issue 1.
- Mangiarotti, G. and Riillo, C. A. F. (2014). "Standards and innovation in manufacturing and services: the case of ISO 9000" *International Journal of Quality & Reliability Management* 31(4): 435-454.
- Martinez-Costa, M., Choi, T.Y. and Martinez, J. A. (2009). "ISO 9000/1994, ISO 9001/2000 and TQM: The performance debate revisited". *Journal of Operations Management* 27:495-511.
- Masakure, O., Henson, S. and Cranfield, J. (2009). Standards and export performance in developing countries: Evidence from Pakistan. *The Journal of International Trade & Economic Development*, 18(3), 395-419.
- Masoodul, H., Aamna, M., Saif, U., and Qureshi, S. S. (2012). Impact of TQM Practices on Firm's Performance of Pakistan's Manufacturing Organizations. *International Journal of Academic Research in Business and Social Sciences*. Vol. 2, No. 10 ISSN: 2222-6990.
- Mehmet, K. and Nevzat, T. (2012). The Determination of the Effect Level on Employee Performance of TQM Practices with Artificial Neural Networks: A Case Study on Manufacturing Industry Enterprises in Turkey. *International Journal of Business and Social Science*. Vol. 3 No. 7.

- Memari, N, (2013). The Impact of Organizational Commitment on Employees Job Performance. "A Study of Meli bank". *Interdisciplinary Journal of Contemporary Research in Business*. Vol 5. No 5.
- Muturi, D, Ochieng, J. and Njihia, S., (2015). Impact of ISO 9001 Implementation on Organizational Performance in Kenya. ST-2: ISO 9000/14001, OH18001, etc. Paper #: 2.2K P- 1.
- Noronha, C. (2002). The Theory of Culture-Specific Total Quality Management. Quality Management in Chinese Regions. *New York: Palgrave, Hound mills, Basingstoke, Hampshire* Rg21 6xs And 175 Fifth Avenue.
- Omer el, T. (2001), The Impact of the Implementation of the ISO 9000 Quality Management System upon the Perception of the Performance of the Organization's Worker. *Global Journal of Management and Business Research* Volume 11 Issue 8 Version 1.0 Aug u st 201 1 Type: *Double Blind Peer Reviewed International Research Journal* Publisher: *Global Journals Inc. (USA)*.
- Opitz and Hinner, 2003. Good internal communication increases productivity. Technical University Bergakademie Freiberg, Faculty of Economirs and Business Administration, *Freibergworking paper, No 7*.
- Otieno, O. Donald, C., Obura, G. I., Abeng'o, J. M. and Ondoro. B., C (2015). Effects of Implementing Quality Management System on the Performance of Public University in Kenya: A Case of Maseno University, Kenya. *American Journal of Business, Economics and Management*. 3(3): 145-151.
- Pfeffer, J. (1994), *Competitive Advantage through People*, Harvard Business School Press, Boston, MA.
- Prajogo, D. I., &Sohal, A. S. (2003). The Relationship between TQM Practices, Quality Performance, and Innovation Performance. *International Journal of Quality &*

Reliability Management, 20(8), 901-918.

- Rashid, A. Z, Sambasivan, M. and Johari, J (2003). The Influence of Corporate Culture and Organizational Commitment on Performance. *Journal of Management Development*. 22 (8), 708-728, 2003.
- Reeves, C. A., and Bednar, D. A. (1994). Defining quality: Alternatives and implications. *Academy of Management Review* 19 (3): 419–46.
- Robson, C., (2002). *Real World Research: A Resource for Social Scientists and Practitioner-Researchers*. 2nd edition
- Salgado, E. G., Silva, da, C.E.S., Mello, C.H.P., and daSilva E. R. I. (2005). Difficulties encountered in ISO 9001:2008 implementation projects in incubated technology - based companies. *International Journal for Quality Research*, 8 (3), pp 357-370.
- Salgado, E. G., Eduardo, C., da Silva, Henrique, S., Mello, C., and Ribeiro, P. E. (2014). Difficulties Encountered in ISO 9001:2008 Implementation Projects in Incubated Technology-Based Companies. *International Journal for Quality Research*. 8(3), 357-370.
- Saunders, M., Lewis, P. and Thornhill, A. (2003), *Research Methods for Business Students*, Third Edition, Prentice Hall.
- Selltiz, S., Wrightsman, L. and Cook, S. W. (1962). *Research Methods in Social Relations*. New York: Holt, Rinehart and Winston.
- Sharma, P., James, J., Chrisman,1., Jess H., & Chua (2005). Trends and Directions in the Development of Strategic Management. *Theory of the Family Firm. Entrepreneurship Theory and Practice*. Vol 29, Issue 5, pages 555–576.
- Sidin, J. P. & Wafa, S. A. K (2014). *Quality Management Implementation And Quality Of Production In Malaysia's Manufacturing Companies*. *International Journal of Research in Business Management (IMPACT: IJRBM) ISSN (E): 2321-886X;*

ISSN (P): 2347-4572. Vol. 2, Issue 3, Mar 2014, 53-60.

- Sila, I., & Ebrahimpour, M. (2005). Critical linkages among TQM factors and business results. *International Journal of Operations and Production Management*, 25(11), 1123–1155.
- Terziovski, M. and Power, D. (2007). “Increasing ISO 9000 certification benefits: a continuous improvement approach”. *International Journal of Quality & Reliability Management*. 24(2):141-163.
- Yuhjang, W. and Ching-I, I. (2007). An integrated framework for ISO 9000 motivation, depth of ISO implementation and firm performance The case of Taiwan. *Journal of Manufacturing Technology Management*. Vol. 19 No. 2, 2008 pp. 194-216.
- Wu, S.I., and Jang, J. Y. (2013) “The performance of ISO certification based on consumer perspective: A case study of a travel agency” *Total Quality Management*, 24(4), 496–518.
- Zabid A. R., Murali S. and Juliana J. (2003), The influence of corporate culture and organizational commitment on performance, *Journal of Management Development*, 22 (8), 708-728.
- Zu, X., (2009). Infrastructure and Core Quality Management Practices: How Do They Affect Quality? *International Journal of Quality and Reliability Management*, 26(2), 129-149.

APPENDICES

APPENDIX A: QUESTIONNAIRE

“Assessing the Impacts of ISO 9001 Quality Management System Implementation on Employees’ performance of Pension Funds in Tanzania”

Dear Sir/Madam

My name is NassorFatma, Mohammad a student at the Open University pursuing Master degree in Project Management. As part of the course requirements, I am supposed to conduct a study on **“Assessing the Impacts of ISO 9001 Quality Management System Implementation on Employees’ performance of Pension Funds in Tanzania”**.

I request you to assist me achieve my most desired goal of accomplishing the aforementioned course by filling in this questionnaire. I would like to assure you that all information you provide will be treated with great confidentiality and used only for the purpose mentioned earlier.

NassorFatma, Mohammad

Email: fnassor@nssf.or.tz Mobile no. 0782-744411/0758-801996

Please give answers in the spaces provided and matches your responses to the questions where applicable

SECTION A: RESPONDENTS PROFILE

1. What is your current position in the NSSF? (Tick as applicable)

- a) Head of department/section ()
- b) QMS coordinator ()
- c) Subordinate ()

2. How long you have been with this NSSF Office? (Tick as applicable)

- a) Less than 1 year ()
- b) 2- 3 years ()
- c) Over 3 years ()

3. How aware are you of ISO 9001 QMS in NSSF? (*Round whichever is applicable*)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

SECTION B: GENERAL INFORMATION

4. To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (management commitment) on employee performance? (Tick the appropriate box)

Management commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Support of quality objectives					
Support of quality policies					
Selection, promotion and appointment of staff to positions by merit					

5. To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (internal communication) on employee performance? (Tick the appropriate box)

Internal communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Established communication process i.e. outlook, monthly meeting					
Defined duties and responsibilities					
Communicated of quality policies					
Encouraged to work in team work					

6. To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (workplace physical environment) on employee performance? (Tick the appropriate box)

Workplace physical environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Favourable office place					

7. To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (capacity enhancement) on employee performance? (Tick the appropriate box)

Capacity enhancement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Conducted training					
Provision of other specific staff resources					

THANK YOU!