



















This is an indication that there training is a problem at the ABC Company. Table 4.8 shows that only 2% of participants agreed with the above-mentioned statement and 18% were not sure.

#### 4.2.5. Knowledge of the Organisation

The analysis of the questionnaire results indicates that 61% of the respondents noted that that accountability, integrity, customer satisfaction, perfection, respect and responsibility are the values of the ABC Company.

#### 4.2.6. Knowledge Testing

This was done to test the knowledge and understanding of employees when it comes to quality. The questionnaire, which was distributed via email to a total of 50 employees (n), was to be responded to anonymously. Employees were given a chance to go through the questions before attempting to answer, with the rules clearly stating that they respondents were not supposed to be helped by anyone when answering the questions. There were three options, true, false and Do not know. The figure below shows the response percentage from participants.

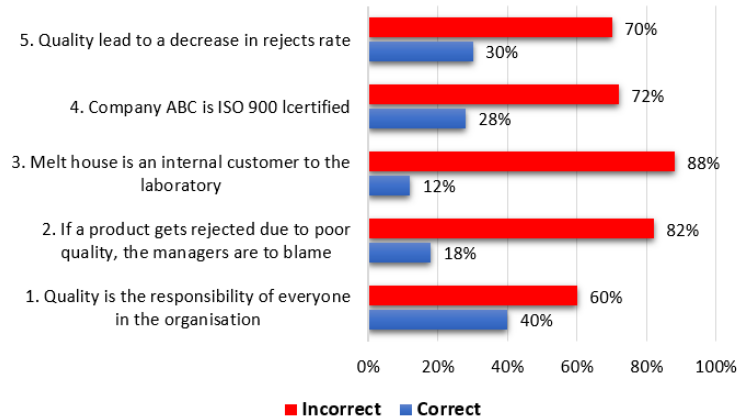


Figure 8. Correctness of Answers to Knowledge Testing

This questionnaire was designed based on the organisation quality policy which contains all the correct answers to the questions. In order to objectively measure the level of knowledge of the respondents, respondents who were correct and not correct and the not sure answers were taken as not correct. The figure above depicts the result of the assessment of those who were correct and those who were not.

### 5. Conclusion

This section of the paper concludes with a discussion on aspects related to the assessment of employee commitment, management commitment/support, internal communication, employee awareness (including knowledge and understanding of the company's Quality Policy), as well as training.

#### A) Employee Commitment

Employees are committed to participate in improving the organisation. However, that commitment from employees could be affected by the awareness and knowledge when it comes to quality, because if one does not have the knowledge of quality, one will not be able to provide ideas in improving the organisation.

#### B) Internal Communication

Management is not clearly communicating to its employees. In order for employees to be aware of quality matters in the organisation, it starts with management communicating the company policies and quality issues with its employees. However, as the results discussed earlier have shown, there is a lack of communication from management.

#### C) Management Commitment/Support

According to the results of the survey presented in the previous section, employees of the ABC Company indicated that management is not supportive; this is evident on training related to quality as there is none provided. Quality starts with top management committing themselves and supporting employees with anything that is related to work.

#### D) Employee Awareness, Knowledge and Understanding of Quality Policy

The results of the survey presents the evidence that employees of ABC Company are not aware of quality in their workplace. With 74.4% of employees not understanding quality in their organisation, there is an indication that a major problem, as a company that is experiencing a loss every year. A change of how processes are performed need to be considered strongly from top management up all the way down to production employees.

**E) Training**

Training specifically on quality is barely provided to employees of ABC Company, which in normal cases lead to poor quality service. Poor quality cost the company substantial amount of money due to mistakes made by low level employees up to high level positions.

According to the findings, factors that affect the quality awareness and understanding at production level are lack of communication from top management, job insecurity, lack of training on quality in their respective departments and the organisation as whole. Although employees are committed to improve quality, the lack of knowledge is a major issue since training is not provided. Management commitment/support is also an issue within the company.

**6. Recommendation**

The study recommends that management set up in-house or external training for its employees. Employees need to understand their work, quality related to their work, and what is expected from them in terms of improving their department output. The company also need to provide training on ISO 9001:2015 to enable employees to understand what this quality standard entails. It is also recommended that during their weekly safety meeting, supervisors should include a quality awareness topic, for example, who is a customer (internal and external)? In this way employees will always be aware of quality in their respective department.

Management needs to come up with a system that will improve communication within the organisation. It is critical that communication flows from high levels to low levels positions within the company. Internal quality audit should be held every month in different departments focusing on communication as it should be one of the factors that these audit exercises should look out for according to ISO 9001:2015.

It is evident that employees of company ABC do bring forth ideas and are committed to improving the company's performance as it is currently struggling. It is recommended that the company run competitions on improving the quality in the workplace. This competition would provide incentives on a quarterly basis to motivate the 15% that will only participate when there are monetary rewards involved.

ABC Company should also look into balancing the gender representation in the production level. It has been identified that gender equity is literally non-existent, therefore bringing a gender balance might improve the organisation's performance as female workers would gain confidence in numbers as opposed to being intimidated by their male counterparts, as it is currently the case.

but balancing the gender might even help the company in improving.

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## **Biographies**

**Sambil C. Mukwakungu** is an award-winning academic who has been lecturing Operations Management to first year students, Food Production, and Quality Management at the University of Johannesburg since 2009. His passion for teaching and learning has allowed him to make a difference in at least one student's life every year. He is a young researcher who is still establishing himself in knowledge creation with keen interest in Service Operations Management, Lean Operations, Continuous Improvement, as well as business innovation and innovation in Higher Education. He was awarded Best Track Paper Award in the 2016 IEOM Conference in Rabat, Morocco, and with his team from the IEOM UJ Student Chapter, he is recipient of the 2018 IEOM Outstanding Student Chapter Gold Award for exceptional chapter activities and contributions to the field of industrial engineering and operations management.

**Prof Charles Mbohwa** serves as Executive Dean of the Faculty of Engineering and the Built Environment at the University of Johannesburg (UJ). As an established researcher in the field of sustainability engineering and energy, Prof Mbohwa's specialisations include sustainable engineering, energy systems, Life-Cycle Assessments (LCA's) and bio-energy/fuel feasibility and sustainability with general research interests in renewable energies and sustainability issues. Prof Mbohwa's current research in sustainability engineering includes: Social and climate change comparison of bio-diesel life cycle impacts in Brazil and South Africa; Life Cycle Assessment and Comparisons of Rail and Road

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