

**TOTAL QUALITY MANAGEMENT AND EMPLOYEE PERFORMANCE IN
UGANDA REVENUE AUTHORITY
KAMPALA DISTRICT
UGANDA**

A Thesis
Presented to the
College of Higher Degrees and Research
Kampala International University
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In Partial Fulfillment of the Requirements for the Award of the
Degree of Masters of Supplies and Procurement Management

BY

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October, 2012

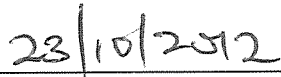


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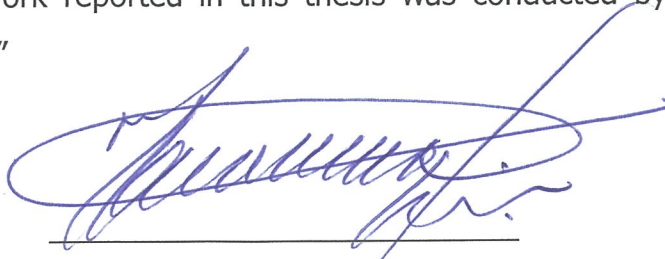
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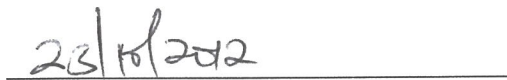
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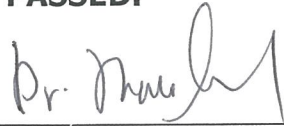
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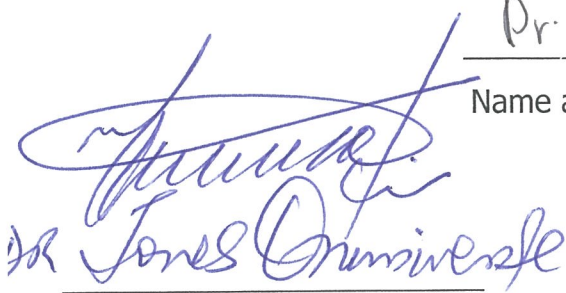
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APPROVAL SHEET

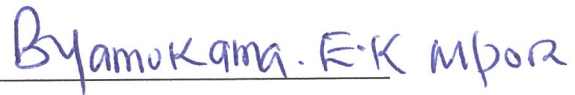
This thesis entitled **"Total Quality Management practices and Employee performance in URA"** prepared and submitted by Agasha Marym in partial fulfillment of the requirements for the degree of Master of Business Administration in Supplies and Procurement has been examined and approved by the panel on oral examination with the grade of **PASSED.**



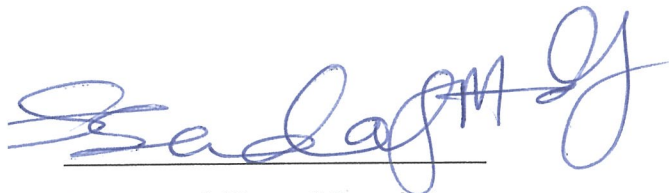
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DEDICATION

This thesis is dedicated to my Aunt Hajjat E. K. Sentamu for whose prayers have enabled me to reach heights that I would never have reached

ACKNOWLEDGEMENTS

The research acknowledges the Lord Almighty Allah, without whose inspiration, guidance and wisdom she would neither have tackled nor accomplished his studies

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LIST OF ACRONYMS

CA	Corporate Affairs
CD	Customs Department
DG	Director Manager
DT	Domestic Tax
DVC	Deputy Vice Chancellor
EAC	East African Community
FY	Financial Year
GDP	Gross Domestic Product
IFC	International Finance Corporation
IT	Investment Tax
KIU	Kampala International University
NGOs	Non-Government Organizations
PLCC	Pearson's Linear Correlation Coefficient
SAQ	Self-Administered Questionnaires
SPSS	Statistical Packages for social scientist
SS	Support Staff
TQM	Total Quality Management
URA	Uganda Revenue Authority
MOFPD	Ministry of Finance Planning and Economic Development
CBC	Customs Business Centre

ABSTRACT

The study intended to assess the effect of Total Quality Management (TQM) on Employee performance in URA. It was based on descriptive correlation design, survey, *expos facto* and cross-sectional survey designs. A self administered questionnaire was used to collect primary data from 200 respondents out of a population of 400 using convenient sampling technique. Data was analyzed using statistical package for social scientist (SPSS) frequencies & percentages, means, standard deviations and Pearson's Linear Correlation Coefficient. The purpose of the study was to , (a) To test the hypothesis of no significant relationship between total Quality management and Employee performance (b) To validate existing information related to the theory to which the study is based (c) To generate new information based on the study findings (d) To bridge the gaps identified in the previous study. The study was guided by four specific objectives namely: (i) to determine the demographic characteristics of respondents in terms of gender, age, marital status, educational level, and experience; (ii) the degree of existing total management practices; (iii) the level of employee performance and (iv) whether there is a significant relationship between total quality management and organizational performance in URA. The findings revealed that majority of the respondents were male, and married in the age bracket of 26 – 29 years, and graduates with experience of 3 – 7 years. The analysis also revealed that the degree of TQM was at high level (mean=3.40). Results went on to show that Employee Performance in Uganda Revenue Authority stood at moderate level (mean=3.11). PLCC revealed that there TQM is not significantly correlated to employee performance ($r = -0.234$, $\text{sig.} = .335$). Regression analysis results indicated that TQM practices were found responsible to have no contribution towards the variation in employee performance of URA with (Adjusted $r^2 = 0.000$). Basing on the study findings, the researcher made the following recommendations: (a) Customer driven quality should be given maximum attention and particularly, Customer complaints should be given deserving priority and URA staffs should listen to customer needs (b) URA management should put in place a very conducive work environment which enables staff to work harmoniously with all the authority stakeholders, (c) URA management commitment should be exhibited in things like putting in place new systems and procedures of doing work and (d) Customer care and satisfaction should be improved and staff should devote enough effort while executing tasks as planned on the time specified.

TABLE OF CONTENTS

DECLARATION A		II
DECLARATION B		III
APPROVAL SHEET		IV
DEDICATION		V
ACKNOWLEDGEMENTS		VI
LIST OF ACRONYMS		VII
ABSTRACT		VIII
TABLE OF CONTENTS		IX
LIST OF TABLES		XI
CHAPTER ONE	PROBLEM AND ITS SCOPE	1
	Background of The Study	1
	Statement of Problem	2
	Purpose of The Study	3
	Objectives of The Study	3
	General Objectives	3
	Specific Objectives	3
	Research Questions	3
	Study Hypothesis	4
	Scope of Study	4
	Significance of the Study	5
	Operational Definitions of Key Terms	5
CHAPTER TWO	REVIEW OF RELATED LITERATURE	6
	Concept, Ideas, and Opinions from Authors/Experts	6
	Theoretical Perspective	7
	Related Studies	9
CHAPTER THREE	METHODOLOGY	13
	Research Design	13
	Research Population	13
	Sample Size	13
	Sampling Procedure	14
	Research Instruments	14

LIST OF TABLES

Table 1: Categories of Respondents (n=200)	13
Table 2: Interpretation of the Mean Range	ERROR! BOOKMARK NOT DEFINED.
Table 3: Respondents' Profile	18
Table 4: The Degree of Existing Employee Performance In URA	21
Table 5: Level of Employee Performance in Uganda Revenue Authority (n=200)	24
Table 6: PLCC Test Results for TQM And Employee Performance In URA (n=200)	26
Table 7: Regression Analysis between Aspects of Employee Performance Index and Total Quality Management In URA	27

CHAPTER ONE

PROBLEM AND ITS SCOPE

Background of the Study

Uganda Revenue Authority was set up on September 5, 1991 by the Uganda revenue authority statute NO.6 of 1991 as central body for assessment and collection of specific tax revenue, to administer and enforce the law relating to such revenue and account for all revenue to which those laws apply. The Uganda revenue is required to advise government on matters of policy relating to all revenue, whether or not this revenue is specific in statute No, 6. Before its inauguration, the function as performed by the Uganda revenue authority was done by the ministry of finance under its three departments of customs and exercise, income tax and Inland Revenue.

This is expected to yield expeditious tax assessment and collection, high quality service, wider tax base, partnership building and tax education. Such revenue is to provide the foundation for the development to finance current and capital development to activities in Uganda, increased standards of living of all Ugandans and also increase the ratio to Gross Domestic Product (GDP) and reduce the general poverty level.

URA is currently structured into six departments which include: (i) Customs Department (CD); (ii) Corporate Affairs(CA); (iii) Domestic Tax (DT); (iv) Tax Investigations(TI) and (v) Audit of Board and Legal Affairs. URA has many stakeholders who include importers, government, development partners, of all tax payers in Uganda.

During March 2002 the MFPED instituted a commission of inquiry (Sebutinde Commission) to investigate allegations and corruption in URA) included massive corruption poor management, poor record keeping, unprofessional matching of jobs, tax evasions a delays created either deliberately or due to poor systems used which will hinder performance of an organization hence hindering service excellence.

Following the recommendations of the Sebutinde commission in 2002 the MFP and ED undertook to implement the recommendations suggested by the commission as a way of bringing the expectations of the customers on board and in turn attain the overall objective of maximizing the collection of revenue for the government hence leading to the adoption of TQM.

Zikmud (1993) mentioned that TQM is a management principle that instills the idea of customer driven quality on the whole organization and managers all employees so that there is continuous quickly improvement. According to Hashim (1999) of Stark 1993 TQM is implemented through principle, which include customer driven quality, top management commitment, continuous improvement, fast responses, employee participation total quality management culture (started that TQM is an integrated corporately led program of organization change designed to engender and sustain a culture of continuous improvement based on customer definition of the quality process of ensuring of an organization are given full satisfaction as a strategy to attain original objectives , hence increase performance as indicated in URA corporate plan 2004-2005 a modernization programs.

Statement of the Problem

Poor employee performance in URA is exhibited in reduced productivity, lack of creativity and innovation, poor time management, failure to accomplish tasks, production of poor quality works, poor customer care, lack of commitment from employees, and poor coordination among others. Persistent poor performance leads to reduced profitability, low returns on investment or reduced revenue, poor economic performance of the state, failure to finance the national budget and projects, high level corruption and delay in service delivery. This is evident in the steady man survey report of 27th December 2007 that put it forward the customs department of URA is the most corrupt with most delays in East Africa. The major causes of poor performance among others are; inadequate and irregular remuneration, poor leadership, harassment of staff, lack of motivation and failure to implement total quality management practices. This study focused and concentrated on total quality management as the major cause of poor performance in Uganda Revenue Authority.

Purpose of the Study

The study a) tested the hypothesis of no significant relationship between total quality management practices and employee performance of URA; b) validated existing information related to the theory to which the study is based; c) generated new information based on the findings of the study; and d) bridged the gaps identified in the previous studies

Objectives of the Study

General Objectives

The general objective of the study was to correlate Total Quality Management (TQM) and employee performance of URA.

Specific Objectives

1. To determine respondent's profiles in terms of gender, age, marital status, level of education and experience
2. To determine the degree of existing total quality management practices in URA
3. To determine the level of organizational performance in URA
4. To determine whether there is a significant relationship between total quality management and organizational performance in URA.

Research Questions

1. What are respondent's profiles in terms of gender, age, marital status, level of education and experience?
2. What is the degree of existing total quality management practices in URA?
3. What is the level of organizational performance in URA?
4. Is there a significant relationship between total quality management and organizational performance in URA?

Study Hypothesis

There is no significant relationship between total quality management and employee performance in URA

Scope of Study

Geographically; The study was conducted in Kampala district because it was easily accessible and needed limited resources which were at disposal of the researcher it should be noted that Kampala district is the biggest collecting center hence the researcher was able to meet all respondents and also observe the operational procedures as the research was based in Kampala region.

Theoretical Scope; This study was based on performance theory of Juran and Gryna 1980, which emphasizes that promotion of the different employees and establishment of networks they may be highly personalized, informal, flexible of multifunctional. However, quality inspection does not eliminate the root cause of bad quality. The concept was broadened by integrating quality into all the different functional area that may be associated with the outcome including all the staff of Uganda revenue Authority.

For organizations, the focuses of quality lies in how the consciously achieve customer satisfaction.

Content Scope; the study concentrated on the effect of TQM on employee performance in URA. Focus was laid on the three principles of TQM that is top management commitment, continuous improvement and employee participation. Employee performance was measured in terms of meetings the annual target and reduced time in clearing imported goods.

Time Scope; The study focused on the period from 2011-2012 so as to be able to assess the impact of implementing to TQM principles 2009-2011 was the best period of implementing TQM principles.

Significance of the Study

The study deemed to benefit the following parties;

URA will be able to assess its performance regarding the implementation of the key principles of TQM and judge whether it has been profitable in any way, hence a ascertaining whether to continue with it or lay other strategies.

The study finding will help the management of URA to redesign its strategies to undertake its duties especially compliance to pay tax.

Researcher interested in the topic of TQM will use the literature as a reference material.

Other organizations having realized the benefits of TQM through this study will decide to introduce one.

This study has also added broad literature on the TQM and organization performance.

It can also used by student and academican involved in management.

Operational Definitions of Key Terms

Customer expectations: The needs and wants that defines quality for service or product

Customer satisfaction: This is the ability to meet customer expectations or seen exceed them.

Continuous improvement: This is a going element for the work process in order to maintain improves for the benefit of the customer of the organization.

Total Quality management is organization wide approach to continuously improve quality of all organizational process to satisfy its customers.

Communication this is process by which a person /group/ organization.

Performance appraisal: This is a systematic way of evaluating worker's performance and the potential for development.

Organizational change: This is the movement of an organization way from its present state words to desired state to lay its effectiveness.

Quality customer perceptions of the value of the product or service.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concept, Ideas, and Opinions from Authors/Experts

A wide range of tools and techniques is used for identifying, measuring, prioritizing and improving processes which are critical to Quality. Again these ideas and methods feature prominently in modern interpretation of total Quality management methodology, such as six sigma. These processes improvement tools and Techniques includes DRIVE(Define, Review ,Identify, Verify ,Execute), process mapping ,flow-charting, force field analysis, cause and effect ,brainstorming, pareto analysis ,statistical process control(SPC), control charts, bar charts, "dot plot" and tally charts, check-sheets, scatter diagrams, matrix analysis, histograms.

Anjard (1998) noted that all organization today is faced with various changes. Ajand (1998) further added that all organization has to complete on all their goods and service in response to the global changes.

TQM is a management technique that was developed by Edward Dawning to continuously improve on the effectiveness of flexible work force. chanan (1997). TQM is management approach that originated in the 1950's that has become more popular. Since the early 1980 Hashimi (1999)

According to Deming as quoted on whoever improveHQM. TQM (of 20th /10/2008) , TQM include a network of independent components includes a network of independent components that work together to try to increase customer satisfaction with reduced resources Hashimi (1999) further noted the objective of TQM is doing things, rights way the first time and every time . TQM is quality though in the structure, practice systems and attitude which will create performance in return. Dale and Cooper (1992) cited in Hayer (1996).

Hashim in his paper www.isisigma.com accessed on 20th /10/2006 principles. These include top management commitment employee empowerment participant. Fast clearance and continuous improvement customer driven quality which of implemented could lead to achieving organization objectives hence performance.

This shows that TQM is all about improving on the quality service goods to meet the needs of the customer.

Organizational performance; Hersey (2001) defined organization performance as achieving or suppressing business and social objective and responsibilities set from the perspective of the judging party.

They identified the factor that makes organizational performance to be organization structure, knowledge nonhuman source, and strategic positioning human processes.

Organization performance is also referred to as the performance of organization is attributed to clear defined goals , strong visionary leadership, proactive management, well motivated staff, effective team work ability to respond fast to opportunities and treats and sound information technology.

Mullins (2002) adds that organization needs to be the efficient in doing the right their which the right and optimum use of their relationship ration of output to input. Armstrong (2001) adds that high levels of employee performance are based on clear understanding of organization mission strategies and goals.

Mullins (1999) adds that the criteria to measure success may differ from organization to organization. It should be noted that the key to success for organization is to ensure that people take the time trouble to carry out the essential performance management processes through individual and team objective that suspend organizational objective to review.

In summary performance of an organization is based advertising service, achieving, obtaining the best result in important areas or organizational attitude. However as noted by Mullins, organization performance differ from organization to organization performance of URA specially measured on how much collections they are made at the end of financial year. It will be deemed to have pert termed positively. However, performance can also be measure by customs basing on the customs outcome they receive while clearing their goods especially taken to clear.

Theoretical Perspective

This study was based on Performance Theory of Juran and Gryna 1980, which emphasizes that promotion of the different organization and establishment of

networks they may be highly personalized, informal, flexible or multifunctional. However, quality inspection does not eliminate the root cause of bad quality. The concept was broadened by integrating quality into all the different functional area that may be associated with the outcome including clearing agents, importers, development partners, government and all Ugandan who pay taxes.

For organizations, the focuses of quality lies in how the consciously achieve customer satisfaction.

Juran and Gryna (1980) defined quality as "fitness to use". Similarly Crosby (1979) identifies total quality management as meaning "conformance to requirement". Both of those definition on the satisfaction of customer needs the key to performance lies in continuous improvement in satisfying the customers' needs no fashion that is superior and more consistent than your performance Hessel (2006)

The conceptual model the study will be conceived on the theoretical premise that top management as one of the driving forces some of the driving forces in the implementing of TQM is responsible for the introduction and supervision of TQM it formulates quality values and goals consistent which the objective of the organization continuous improvement as the heart of TQM helps to reduce errors defects and minimize wastes through organization to attain the required performance. Committed and well trained work force is an important ingredient together with work force participation to improve quality.

Top management issue of the driving force and the implementing the TQM will be introduced and supervised by with top management failure of these will lead to failure of TQM top management formulate quality values and goals consistent with the objective of the organization. Well defined system methods and performance measure for achieving the goals good remuneration to staff and encourage employee participation (start 1998) continuous improvement is the heart of TQM. This will help to reduce error a effects and minimize waste (stank 1998) it is through continuous improvement that organization can attain required performance it show that to achieve good performance it takes a process and not a one day achievement.

Dependent Variables also indicated to show the factor that illustrate organization development in URA. Performance is defined by meeting the annual targets as sent by Ministry of finance planning and Economic Development and fast clearance by eliminating delays. The moderating factors shows the various factors that void affect usual performance. Organization performance may not only be attribute to TQM principles but also to factor like regional trade policies and willingness to pay tax (Compliance.)

Related Studies

Top Management Commitment in Performance

Hendricks (2002) noted that implemented of TQM means that the principles of TQM such as continuous improvement employee satisfaction and to management commitment are practiced and deployed until in the organization. This indicated that TQM is implemented through principle Top management is critical principles and implementing TQM that leads to required organization performance.

Kakuru (2004) noted that the success of TQM depends on the commitment of top management as TQM starts with commitment involve of top right. Top management commitment creates clear quality value, goals well defined system and performance measure. It further encourages employee performance measure.

It further encourage employee participate new through policies made which motivate staff hence leading to employee performance and consequently to organizational performance (stark 1998) participation of top management should however be visible as it the role model for it to take positive impact (stark 1998).

It should therefore be noted that commitment to management is a key principle of TQM it drive the activities on the organization formulates policies that encourages performance further facilitate employee participation as employee and guided by the set goals objectives and policies by management. These entire factors are leading strategies with organization performance. Thus top management is a pillar to the success of TQM which is said to create organizational performance (stark 1998) until out top management commitment other principles cannot be implemented. Lower staff has no mandate to implement major policies like continues improvement programs without the consent of top management.

Further still, top management of URA improved on the remuneration of staff and encourages internal job recruitment thus employee development. As noted by Hashim (2005) top management creates clear quality values goals well defined systems and performance measures the above principle of top management commitment is well implemented with URA.

Continuous improvement and Employee performance

According to stark (1998) continuous , improvement all operation and atrocities is the heart of TQM hence employee performance once recognize that customers satisfaction can only be obtained by providing high quality products / services then continuous improvement of the quality level of customer satisfaction that leads to positive organizational performance .

Hashim (2006) indicate that it is through continuous improvement, mistakes can be avoided and defects prevented. He further noted that continuous improvement to take place, it needs excellent teams systematic measure and a process of attain maintain improved standards hence the technology and the capacity of the people to count a lot of improvements.

Employee participate and performance

According to stark (1998) a successful TQM environment requires a committed well trained work force that participate fully in quality improvement activity such as participated is reformed by reward, recognition and system which emphasized the achievement of quality objectives.

Employees are encouraged to take more responsibilities and communicate more effectively. Act creatively and be innovative he further noted that thus should be envisaged right from the formulation of various strategies and plans. However, employee preference depends on way they are remunerated.

Goetsn (2004) indicates that employees tend to perform according to the way they are treated by management. He further goes ahead and say that employees can determine because best efforts to ensure required performance. If is their performance that the required results are attained.

The principle of employee participation in URA still has gaps as per the lecture above. Top management has further implemented training and policy development reward and recognition wherever embrace the principle of employee participated.

Kretner and Mullins (2002) noted that Total Quality Management has been dismissed as just a fad. He adds that TQM principles have profound practical implications for managing people today in order to attain organization performance.

However , **Wilkinson (1998)** shows the various finds form survey whose goals was to evaluate the impact of Total Quality Management on organization performance some firms did not demonstrate success which one of the survey, often study will be high proportion exhibit of firms above average performance while and one study , one 8% showed good success while **Hendricks (2011)** noted that in the that implemented Total Quality Management it also found out that TQM if implemented effectively would improve drastically the financial performance.

Despite the success that organization like city banks have had into TQM many organization have not obtained the increase in quality reduction in costs that are associated with TQM Gareth (2004) further noted the lack of success with TQM is due to the degree of commitment from employees at all levels.

Uganda Revenue Authority (URA) has implemented TQM principle compared to the period before implemented it is excellent the Cs organization. It has grown no terms of collection of taxes; inform dissemination and employee motivation reduced corruption improved on time clearance on the implemented goods. Now elder URA has also faced a number of challenges. There will be resistance to change especially during the restricting exercise which same the organization taken to court in parliament advocating for its put off. URA further needs money to finance its programs which has led to the implementation of several continuous improvement programs.

First Clearance

Start (1998) indicates that to achieve required performance the company has to respond rapidly to the customer needs this calls for short service cycle simple and effective process that greatly reduce the time involved this calls for eliminated of the non-value procedures.

This implies that the fast clearance is critical for improved performance and meeting customer needs. Reconstruction is interested in taking with to get a service on products. It will create positive performance because the organization that satisfies customers will achieve acts objectives stark **(1998)**.

Fast clearance is of measure performance in the study. This is because URA has undertaken various programs to foster fast clearance. Some of the programs include introduction of ASYCUDA ++ system automation of the organization. Re-organization the culture of the organization and improved information dissemination before internally and effectively.

CHAPTER THREE

METHODOLOGY

Research Design

The study was conducted using descriptive correlation design since it measured the relationship between total quality management (Independent variable) and employee performance (Dependent variable). Descriptive design was used since the population was too large and study described the characteristics of a particular individual or group.

Research Population

The target population included total of 400 Uganda revenue Authority staff, clearing agents and importers in Kampala district, particularly Customs business center Nakawa, planning unit and ASUCUDA unit which comprised a total of 400 people.

Sample Size

From the total population of 400 staff and importers of URA, the sample size shall be 200 staff and customers. The sample size was determined using the Sloven's formula; which states as follow. (see Appendix V)

$$n = \frac{N}{1+n(e^2)}$$

Where **n** is the sample size, **N** stands for population and α^2 is 0.05 level of significance. The sample size was selected from the following categories. Table 1 shows the distribution of population and sample size.

Table 1:

Categories of respondents

Category	Target Population	Sample size
URA staff	111	56
Clearing agents	189	94
Importers	100	50
Total	400	200

Sampling Procedure

The study employed both probability and non-probability sampling techniques. Stratified sampling was used to reduce costs and the time of doing research and to increase the degree of accuracy of the study. The researcher set a selection criterion, where respondents were selected basing on their position/kind of job they do. A list of URA staff and clearing agents was obtained from the human resource management department and customs departments respectively, categorized in their respective departments to act as the sample. Strata were made according to staff's and agents' level of operation in the URA. There after a sample was obtained from each of the strata using convenient sampling. Convenient sampling was applied amongst importers, because they were big number yet rarely appear a person to clear their goods as they are represented by clearing agent.

Research Instruments

Researcher made Questionnaires and distributed them to selected respondents in order to avoid subjectivity from researcher and this allowed respondents to feel free while responding. The researcher explained and clarified to respondents in areas where they needed more clarity. The questionnaire consisted mainly three sections. Section one was respondent's profile, section two was on the degree of total quality management practices in URA, section three was on level of Employee performance. All questions in the questionnaire were close ended and used four scales 1, 2, 3, and 4: where 1 = strongly agree, 2 = agree, 3 = disagree and 4 = strongly disagree. Respondents were required to rate each item by writing the right number/figure in the space provided before the each question.

Validity and Reliability of the Instrument

To ensure the validity and reliability of the instrument, the research employed the expert judgment method. After constructing the questionnaire, the researcher contacted experts in the study area to go through it to ensure that it measured what it was designed to measure and necessary adjustments were made after consultation and this ensured that the instrument was clear, relevant, specific and logically arranged. Secondly, a pre-test was conducted in order to test and improve

on the reliability of the questionnaire. Secondly, a content validity index (CVI) of 0.96 was obtained using the formula:

$$CVI = \frac{\text{The number of relevant questions}}{\text{The total number of questions}}$$

Calculations are indicated in the appendix (IV). CVI which was greater than 0.70 thereby declaring the instrument valid. Reliability of the instrument was tested using the Cronbach's coefficient alpha (α) and the results obtained $\alpha = 0.898$ (SPSS results) which was greater than 0.70 indicating that the instrument was highly reliable. (See Appendix IV)

Data Gathering Procedures

Before data gathering

Upon accomplishment of defending and acceptance of the research proposal, the researcher obtained an introductory letter from the College of Higher degrees and Research of Kampala International University, seeking for permission from the human resource management department Uganda Revenue Authority to allow her access staff to participate in the study.

During data gathering

Due to the nature of work and busy schedule of some prospected respondents, the researcher through the heads of departments scheduled appointment for such respondents. The researcher was available to give necessary explanation on some question where need was required. Then the researcher carried out a pilot study before the actual research to check feasibility of the research instrument, in order to make necessary improvement and adjustments in the tool and to avoid time wastage. The researcher also made use of secondary data by reviewing available relevant text books, journal articles, periodicals, manuals dissertations, publications and visiting Uganda Revenue Authority websites.

After data gathering

After two weeks, primary data was collected through questionnaires which respondents returned back to the researcher to start analyze the data. Completed Self Administered Questionnaires (SAQs) were coded, edited, categorized and

entered into a computer for the Statistical Package for Social Scientists (SPSS) for data processing and analysis.

Data Analysis

Data on completed (SAQs) was edited, categorized and entered into a computer for the Statistical Package for Social Scientists (SPSS) which summarized them using frequency and percentage to analyze data on respondent's profile. Means were used to analyze data on the degree of total quality management practices and the level of organizational performance in URA. Pearson's Linear Correlation Coefficient (PLCC) was used to establish whether there exists a significant relationship between total quality management practices and employee performance. The 0.05 level of significance was used to determine the strength of the relationship between independent and dependent variables.

Ethical Considerations

To ensure that ethics was practiced in this study as well as utmost confidentiality for respondents and the data provided by them, the following was done: (a) all questionnaires were coded; (b) the respondent were requested to sign the informed consent; (c) authors quoted in the study were acknowledged within the text through citation and referencing; (d) findings were presented in a generalized manner.

Limitations of the Study

The anticipated threats to the validity in this study were as follows:

Intervening or confounding or extraneous variables: There was a very big threat on some respondents with personal biases and dishonesty. To minimize this threat, the researcher requested respondents to avoid being subjective while answering the questionnaires.

The results in Table 3 indicate that most respondents (67.5%) were male, while women were only 46.7%. This indicates relative gender equality in employment in URA. This gender equality could be due to liberalization of the education sector and government effort of promoting girl education in the country and this made them qualify and compete for good jobs or it could be due to absence of gender discrimination in the recruitment policies and procedures employed in URA.

Regarding age, most respondents belonged to the age group of 26 – 29 years (41.5%) and these were followed by those who were between 30 – 39 years (28.5%), implying that most employees in URA were youth adults. This is true because, most public sectors prefer to employ adult employees with some degree of experience ready to execute their duties with a lot of enthusiasm and determination with minimum supervision.

On marital status, the study indicated that majority of the respondents (66%) were married, followed by single (27.5%), divorced came third (5%) and in the last position were widowed (1.5%). This indicates that respondents were responsible with family obligations which motivate them to work hard to make the ends meet.

Concerning level of education, results indicate that URA employs majorly degree holders (41.5%); diploma holders (34.5%), certificate holders (17%) and those with postgraduate came last with (7%). This indicates adequate distribution of education among employees and high level of professionalism.

In regard to category of respondents who participated in the study were clearing agents (42.5%), followed by importers (29%) and URA staff came third with (28.5%). This implies that the study encompassed all URA key stakeholders.

When it came to experience, the study indicated that (40%) had been in this field for a period of 4 – 7 years, 30.5% had worked for over 8 years, followed by those who had 3 years experience and below (29.5%). These results typically indicate that there people have got enough experience and they properly understand the work they do.

The degree of Existing total quality management in URA

The independent variable in this study was set to determine the degree of existing total quality management practices in URA, for which the researcher intended to find out how satisfactorily these total quality management and the degree at which they stand when compared to other practices. Total quality management practices were broken into four (including Management Commitment, Employee participation, Continuous Improvement and Customer driven quality). All the four aspects were measured using qualitative questions in the questionnaire, with each question having four points answer range, where 1= strongly disagree; 2 = disagree; 3=agree; and 4 = strongly agree. Respondents were required to rate how satisfactory each item by showing the degree to which they agree with each. In doing this each respondent was directed to tick a number corresponding to his or her own best opinion, perception and thinking. Their responses were analyzed using SPSS and summarized using means, as indicated in table 4;

Table 4

The degree of Total Quality Management in URA (n=200)

Total Quality Management	Mean	Interpretation	Rank
Management commitment			
URA management sponsors staff for further studies with the intention of improving their efficiency and effectiveness	3.46	Very High	1
Whenever I get challenges, URA bosses are always available to guide, support and help me to overcome such challenges	3.45	Very High	2
URA management has put in place a very conducive work environment which enables staff to work harmoniously	3.21	High	3
URA management has put in place new systems and procedures of doing work	3.16	High	4
Average mean	3.32	Very High	
Employee participation			
URA staffs sample work in process and prescribe machine adjustments to avoid substandard output	3.65	Very High	1
URA staffs ensure that any product defect identified by quality inspectors is fixed at the end of product processing	3.60	Very High	2
URA employees are involved the entire product design	3.57	Very High	3
Any staff that touches the product/service ensures/ is responsible in spotting and correcting defects	3.45	High	4
Average mean	3.57	High	
Continuous improvement			
URA has faster cycle time i.e from cycles ranging from product development to ordering process to payroll processing	3.57	Very High	1
URA offers improved and more consistent products and services all the time	3.51	Very High	2
URA has lower costs and less wastage i.e eliminates needless steps, scrap rework and non-value adding activities	3.33	High	3
Average mean	3.47	Very High	
Customer driven quality			
Whenever any a new service (product) is to be introduced URA, customers are consulted for their input	3.54	Very High	1
URA staffs appropriately respond to customer needs in time	3.51	Very High	2
Specialized packages (products and services) are put in place to suit different customers' tastes and preferences (financial abilities)	3.46	Very High	3
URA staffs learn how to satisfy the customers	3.42	Very High	4
Once customers refuse certain service (tax), URA will not impose it over them	3.27	High	5
URA anticipate customer needs	3.22	High	6
Customer complaints are given priority	3.16	High	7
URA staffs listen to customer needs	2.99	Moderate	8
Average mean	3.32	High	

Source: Primary data 2012

Key:**Rating Scale**

Mean Range	Response mode	Interpretation
1.00-1.75	Strongly disagree	Low
1.76-2.50	Disagree	Moderate
2.51-3.25	Agree	High
3.26-4.00	strongly agree	Very High

The means in Table 4 above indicate that Total Quality Management used in URA was rated at different levels. Basing on categories, Employee participation was rated the highest (mean=3.57), followed by Continuous improvement (mean=3.47) and then management commitment and customer driven quality tied in the third position both at (mean=3.32). The average rating showed that, of the four items under management commitment, two were rated high (an equivalent of strongly agree) and the remaining two were rated moderate (equivalent to agree); all items in the categories of employee participation and continuous improvement were rated high (equivalent to strongly agree); and lastly in the customer driven quality, five items were rated high (strongly agree) and the remaining three were rated moderate (agree). When you sum up all the four categories, the overall mean is 3.40 which is an equivalent to strongly agree on the rating scale used hence leading to a conclusion that TQM practices are at high degree. Items which were highly rated among others included URA having faster cycle time that from cycles ranging from product development to ordering process to payroll processing (mean=3.64), followed by Uganda Revenue Authority staffs ensuring that any product defect identified by quality inspectors is fixed at the end of product processing (mean=3.60), and the third position there were two items which both tied with (mean=3.57), and these were Uganda Revenue Authority employees being involved the entire product design and Uganda Revenue Authority staffs sampling work in process and prescribe machine adjustments to avoid substandard output. The three highly rated items belonged in the category of employee participation and only once came from continuous improvement category. The findings lead to a conclusion that there is a high degree of stakeholders involvement in Uganda Revenue Authority activities, and if this is maintained, employee performance will flourish and there will be less resistance when it comes to implementation of programs since all the concerned individuals will have a feeling that they are part and partial of goals and

objectives since they had a contribution at the formulation stage hence facilitating organizational performance. However, the study rated five items moderate and these were Uganda Revenue Authority anticipating customer needs (mean=3.22), Customer complaints being given priority (mean=3.16) and URA staffs listening to customer needs (mean=2.99) all the three falling under the customer driven quality category. These results portrays that customer driven quality is wanting in Uganda Revenue Authority. The other two were Uganda Revenue Authority management putting in place a very conducive work environment which enables staff to work harmoniously (mean=3.21) and Uganda Revenue Authority management putting in place new systems and procedures of doing work (mean=3.16) both under management commitment category. These gives us a picture that despite Uganda Revenue Authority scoring well in other categories, there is much effort needed to improve management commitment in total quality management related matters.

To get a final picture on the Total Quality Management practices, the researcher computed an overall Grand average mean for all four categories in Table, which came out to be (mean = 3.40), which confirms that the degree of Total Quality Management practices is high in Uganda Revenue Authority.

The Level of Employee performance in Uganda Revenue Authority

The dependent variable in this study was organizational performance, broken down into six aspects (including Task completion, Customer Care, Quality Maintenance, Commitment, Time management and Coordination). All the six aspects on employee performance were measured using qualitative questions in the questionnaire and each question had an answer scale ranging between one to four; where 1 = strongly disagree; 2 = Disagree; 3 =agree; 4 = strongly agree. Respondents were required to rate their performance on each of the items by ticking the relevant number in the corresponding box in the table. Their responses were analyzed using SPSS and summarized using descriptive statistics showing means as indicated in table 5;

Table 5

Level of Employee Performance in Uganda Revenue Authority (n=200)

Employee Performance	Mean	Interpretation	Rank
Task completion			
Senior staff provide guidance and counseling to colleagues and juniors	3.54	Very High	1
Staffs follow job description to execute their duties	3.51	Very High	2
Staffs safeguard the company properties	3.47	Very High	3
Staffs efficiently utilize the company resources/facilities	3.38	Very High	8
Staffs use suitable and appropriate work methods and materials	3.12	High	4
Staffs devote enough time to prepare and attend to work	3.10	High	5
Staffs ensure minimum wastage of resources while executing their duties	2.98	High	6
Average mean	3.30	High	
Customer care			
JRA provides the quality services to customers	3.30	Very High	1
Speed is paramount in responding to clients' needs are complaints	3.30	Very High	1
Staffs treat customers as kings	3.03	High	2
JRA staffs are dedicated to improve customer satisfaction	2.48	Moderate	3
Average	3.03	High	
Quality maintenance			
Clients are offered quality services	3.14	High	1
Errors are minimal in services provided by URA	2.68	Moderate	2
Services provided meet/satisfy customer expectation/ needs	2.93	High	3
Average mean	2.92	High	
Commitment			
Staffs take customer and URA problems as their personal problems	3.46	Very High	1
Staffs feel like am part of URA family	3.20	High	2
Staffs would be happy to spend the rest of their lives with URA	3.13	High	3
Even if the URA went down financially staff would be reluctant to leave	3.01	High	4
Average mean	3.22	High	
Time management			
All deadlines and appointments met	3.48	Very High	1
All tasks and activities are well time tabled/scheduled	2.87	High	2
Decisions are always made quickly without any delay	2.76	high	3
Most activities are always completed on time	2.73	High	4
All activities are planned and done in time	2.45	Moderate	5
Average mean	2.86	High	
Coordination			
There is high level of teamwork and cooperation among staff while executing duties	3.72	Very High	1
Tasks in my department are interrelated with those of other departments	3.63	Very High	2
Staff performance is improved basing on juniors, customer and peer assessment	3.46	Very High	3
Staffs participate in departmental meeting	3.13	High	
The level of public confidence in the activities in URA activities is high	2.63	High	4
Staffs participate in community projects and activities	2.55	High	5
Average mean	3.19	high	
overall mean	3.11	High	

Source: Primary data 2012

Just like TQM practices, the findings in Table 5 above indicate that organizational performance in URA was rated at different levels. Still on average, task completion was the highly rated construct with (mean=3.30), followed by commitment at (mean=3.22), coordination came third (mean=3.19), followed by customer care (mean=3.03), quality maintenance (mean=2.92) and time management (mean=2.86) respectively. On overall, eleven (11) out of twenty nine (29) items were rated high, sixteen (16) were rated moderate and two (2) were rated low. The three items which were highly rated as far as organizational performance is concerned were, teamwork and staff cooperation while executing duties was the highly rated item (mean=3.72), followed by interrelation of tasks amongst departments (mean=3.63) and senior staff provide guidance and counseling to colleagues and juniors came in the third position (mean=3.54), all these were equivalent to strongly agree on the rating scale used. Basing on the overall rating, we found out that task completion emerged the first, and this implies that in URA, the staff and other related stakeholders who participated in the study tend to strongly agree that the organization is scoring well compared to other five performance indicators. However, we dwell down to specific items; the study revealed that the two highly rated items fell in the category or construct of coordination and these were teamwork and coordination and interrelation among tasks, this reaffirms that still performance is the organization in relatively fairs. It means that in the process of accomplishing tasks, employees exhibits the highest level of coordination particularly teamwork being the key player. However, study rated low two items one falling under customer care and the second one under time management and these were URA staffs being dedicated to improve customer satisfaction (mean=2.48) and all activities are planned and done in time (mean=2.45). This means that URA staff is not too much bothered with improvement customer satisfaction and meeting deadline for activities. Still the response could mean based on the second item that URA does not plan well its activities or there is no clear time frame for accomplishment of certain tasks.

To get a final picture on the employee performance, the researcher computed an overall Grand average mean for all aspects in Table, which came out to be (mean = 3.11), which confirms that the level of employee performance in URA stands at moderate level.

Relationship between Total quality management and employee Performance in Uganda Revenue Authority

The fourth objective in this study was to establish whether there is a significant relationship between the total quality management practices and organizational performance in URA. On this, the researcher stated a null hypothesis that there is no significant relationship between total quality management practices and organizational performance in URA. To achieve this last objective and to test this null hypothesis, the researcher correlated the means for four aspects of total quality management practice and those on employee performance using the Pearson's Linear Correlation Coefficient, as indicated in table 6

Table 6

PLCC Test Results for TQM and Employee Performance in URA

Level of significance at 0.05

Variables Regressed	R-value	Sig.	Interpretation	Decision on Ho
Total quality management Vs Employee Performance	-.234	.335	No significant Relationship	Accepted

Sources: primary data (2012)

The results in Table 6 indicate that total quality management practices are not significantly correlated with employee performance in URA (all sig. >0.05). Results also indicate that TQM practices are negatively correlated with aspects on employee performance in URA. This implies that an improvement in the TQM practices has nothing much to do with employee performance as per this study. Basing on these results, the stated null hypothesis that states that there is no significant relationship between total quality management and employee performance is accepted at a 0.05 level of significance.

To get the final picture on how TQM practices does not affects employee performance, aspects on employee performance index were regressed against TQM practices, results of which are indicated in table 7 below;

Table 7

Regression Analysis between Aspects of Employee Performance Index and Total Quality Management in URA

Level of significance at 0.05

Variables Regressed	Adjusted R²	F	Sig.	Interpretation	Decision on Ho
Employee Performance Vs TQM	.000	.984	.335	No significant effect	Accepted

Sources: primary data (2012)

The Linear regression results in Table 6 above indicate TQM practices do no affects employee performance ($F = 0.984$, $\text{sig.} = 0.334$). The results indicate that TQM practices included in the regression model do not contribute anything towards variations in employee performance of URA ($\text{Adjusted } R^2 = 0.000$). This implies that the performance of employee in URA has nothing much to do with TQM practices as per this study.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Findings

This study intended to assess the effect of on TQM practices on Organizational performance in URA and it was guided by five specific objectives namely: (i) to determine the respondents' profile in terms of gender, age, marital status, educational level, category of respondents and experience in the organization; (ii) to determine the degree TQM practices in URA; (iii) to determine the level of Organizational performance in URA and (iv) to determine the whether there is a significant relationship between TQM practices and Organizational performance in URA.

Data analysis that was done using SPSS's descriptive statistics it was found out that majority of the respondents were male, and were married in the age bracket of 26 – 29 years, degree holders dominated the study, clearing agents dominated the category of respondents and experience in the organization was between 3 – 7 years.

The analysis continued to reveal that the degree of TQM practices was at high level (mean=3.40). The reasons behind this level are imbedded in all the four categories which were rated high; employee participation (mean=3.57), continuous improvement (mean=3.47) and then management commitment and customer driven quality both at (mean=3.32). On the other hand, results also show that TQM practices in URA stood at moderate level (mean=3.11) here, one out of the six categories was rated high and the remaining five rated moderate that is task completion (mean=3.30), commitment at (mean=3.22), coordination (mean=3.19), customer care (mean=3.03), quality maintenance (mean=2.92) and time management (mean=2.86).

Results using Pearson's Linear Correlation Coefficient found that TQM practices are significantly and positively correlated with the organizational performance ($r=0.567$, $\text{sig.}=0.000$). Regression analysis results indicated that TQM practices were found responsible for over 32% variation towards organizational performance in URA with (Adjusted $r^2=0.321$).

Conclusions

In this section, the researcher gives conclusion to the study findings in relation to the purpose of the objectives.

The study a) tested the hypothesis of no significant relationship between total quality management and employee performance in URA b) validated existing information related to the theory to which the study is based; c) generated new information based on the findings of the study; and d) bridged the gaps identified in the previous studies

The study concluded that there is no significant relationship between total quality management and the employee performance in URA.

The theory used was validated according to study finding and it was very relevant and applicable as far as this study is concerned.

New information in areas of total quality management and employee performance was generated and will be useful to future researcher and other relevant organizations.

The study bridged a temporal gap since it has been over about five years since the last study was conducted in this area. Secondly, contextual gap was also bridged since there is no study on total quality management and employee performance has been conducted in URA.

Recommendations

Basing on the study findings, the researcher made the following recommendations both to the management and all the key stakeholders of URA: Customer driven quality should be given maximum attention and particularly, Customer complaints should be given deserving priority and URA staffs should listen to customer needs

URA management should put in place a very conducive work environment which enables staff to work harmoniously with all the authority stakeholders.

URA management commitment should be exhibited in things like putting in place new systems and procedures of doing work.

Customer care and satisfaction should be improved and staff should devote enough effort while executing tasks as planned on the time specified.

Areas for future Research

The researcher recommends the future researchers need to concentrate on TQM Practices and efficient service delivery to examine how TQM practices can result in Just In Time delivery of services.

Another can be conducted on the same area (Total Quality Management and Employee Performance) in other organizations to enrich the finding of this study.

Procurement skills and value for money is another area that has been ignored and needs a thorough investigation.

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APPENDICES

APPENDIX I A: TRANSMITTAL LETTER



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P. O. Box 20000, Kampala, Uganda
Tel: +256- 414- 266813 / +256- 772 322563
Fax: +256- 414- 501974
E- mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 26th April, 2012

**RE: REQUEST AGASHA MARYM MBA/8053/102/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Business Administration (Procurement).

She is currently conducting a research entitled **"Total Quality Management and Organizational Performance in Uganda Revenue Authority."**

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
**Head of Department,
Economics and Management Sciences, (CHDR)**

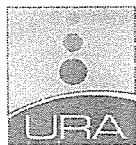
NOTED BY:

Dr. Sofia Sol T. Gaite
Principal-CHDR



"Exploring the Heights"

APPENDIX I B: TRANSMITTAL LETTER



Uganda Revenue Authority
DEVELOPING UGANDA TOGETHER

Head Office: Plot M193/M194 Nakawa Industrial Area
P.O.Box 7279, Kampala, Uganda
Tel: (256) 41 744 0000
Fax: (256) 41 744 2245
Toll Free Line: 0800 117 000
E-mail: prtc@ura.go.ug

17th May 2012

THE COORDINATOR,
BUSINESS AND MANAGEMENT,
COLLEGE OF HIGHER DEGREES AND RESEARCH.

Dear Sir/Madam,

RE: CONFIRMATION TO PROVISION OF DATA

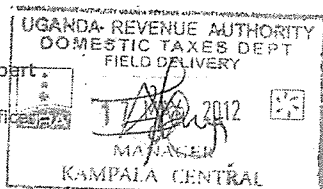
Following your request for collecting educational data, we are pleased to inform you that you have been accepted to collect data from Uganda Revenue Authority.

During do not hesitate to contact us in case of anything in the course and after data collection.

Yours sincerely

Akanga Robert

Customs Officer



APPENDIX II: INFORMED CONSENT

In signing this document, I am giving my consent to be part of the research study of Ms. Agasha Marym that will focus on **Total Quality management and Employee Performance in Uganda Revenue Authority, Uganda.**

I shall be assured of privacy, anonymity and confidential and that I will be given the option to refuse participation and the right to withdraw my participation any time

I have been informed that the research is voluntary and that the results will be given to me if I ask for them.

Initial:_____

Date:_____

APPENDIX III: RESEARCH INSTRUMENT

Questionnaire on Total Quality Management (TQM) and Employee performance in Uganda Revenue Authority (URA), Kampala – Uganda

Dear Sir/Madam,
Greetings!!

I am a Candidate for MBA specializing in supplies and procurement at Kampala International University with a dissertation on **Total quality management and Employee performance in URA**. As I pursue to complete this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please do not leave any item unanswered. Any data from you shall be for academic purpose only and will be kept with utmost confidentiality.

May I retrieve this questionnaire in 1 week after you receive it? Thank you very much in advance.

Yours faithfully

Agasha Marym
Master's Candidate

FACE SHEET:

Code#..... Date received by respondent.....

SECTION 1: RESPONDENT'S PROFILE

Gender: Male_____ Female_____

Age: Below 25_____ 26-39_____ 40-54_____ 55 & above_____

Marital Status

Single____ Married____ Divorced____ Widowed____

Highest Level of education

Certificate____ Diploma____ Degree____ Masters____ PhD____

Category of respondent

URA Staff_____

Clearing agent_____

Importer_____

How long have dealt with URA (duration/experience with URA)

Below 3years____

3 - 7years____

8years & above____

SECTION 2: THE DEGREE OF EXISTING TOTAL QUALITY MANAGEMENT PRACTICES IN URA

Please respond to the options and kindly be guided with the scoring system below.

Please write your rating in the space provided before each item.

Score	Response Mode	Interpretation
4	Strongly Agree	I agree with no doubt at all
3	Agree	I agree with some doubt
2	Disagree	I disagree with some doubt
1	Strongly disagree	I disagree with no doubt at all

Management commitment

___1. URA management sponsors staff for further studies with the intention of improving their efficiency and effectiveness

___ 2. URA management has put in place new systems and procedures of doing work

___ 3. URA management has put in place a very conducive work environment which enables staff to work harmoniously

___ 4. Whenever I get challenges, URA bosses are always available to guide, support and help me to overcome such challenges

Employee participation

___ 5. URA staffs ensure that any product defect identified by quality inspectors is fixed at the end of product processing

___ 6. URA staffs sample work in process and prescribe machine adjustments to avoid substandard output

___ 7. Any staff that touches the product/service ensures/ is responsible in spotting and correcting defects

___ 9. URA employees are involved the entire product design

Continuous improvement

- ___ 10. URA offers improved and more consistent products and services all the time
- ___ 11. URA has faster cycle time i.e. from cycles ranging from product development to ordering process to payroll processing
- ___ 12. URA has lower costs and less wastage i.e. eliminates needless steps, scrap rework and non-value adding activities

Customer driven quality

- ___ 13. URA anticipate customer needs
- ___ 14. URA staffs listen to customer needs
- ___ 15. URA staffs learn how to satisfy the customers
- ___ 16. URA staffs appropriately respond to customer needs in time
- ___ 14. Customer complaints are given priority
- ___ 17. Whenever any a new service (product) is to be introduced URA, customers are consulted for their input
- ___ 18. Specialized packages (products and services) are put in place to suit different customers' tastes and preferences (financial abilities)
- ___ 19. Once customers refuse certain service (tax), RA will not impose it over them

SECTION 3: LEVEL OF EMPLOYEE PERFORMANCE URA

Task completion

- ___ 1. Staffs follow job description to execute their duties
- ___ 2. Staffs use suitable and appropriate work methods and materials
- ___ 3. Staffs ensure minimum wastage of resources while executing my duties
- ___ 4. Staffs safeguard the company properties
- ___ 5. Staffs efficiently utilize the company resources/facilities
- ___ 6. Senior staff provide guidance and counseling to colleagues and juniors
- ___ 7. Staffs devote enough time to prepare and attend to work

Customer care

- ___ 8. Staffs treat customers as kings
- ___ 9. Speed is paramount in responding to clients' needs are complaints
- ___ 10. URA staffs are dedicated to improve customer satisfaction
- ___ 11. URA provides the quality services to customers

Quality maintenance

- ☐ 12. Clients are offered quality services
- ☐ 13. Errors are minimal in services provided by URA
- ☐ 14. Services provided meet/satisfy customer expectation/ needs

Commitment

- ☐ 15. Staffs feel like am part of URA family
- ☐ 16. Staffs take customer and URA problems as their personal problems
- ☐ 17. Staffs would be happy to spend the rest of their lives with URA
- ☐ 18. Even if the URA went down financially staff would be reluctant to leave

Time Management

- ☐ 19. All tasks and activities are well time tabled/scheduled
- ☐ 20. Most activities are always completed on time
- ☐ 21. All activities are planned and done in time
- ☐ 22. Decisions are always made quickly without any delay
- ☐ 23. All deadlines and appointments met

Coordination

- ☐ 24. Staff performance is improved basing on juniors, customer and peer assessment
- ☐ 25. Staffs participate in community projects and activities
- ☐ 26. Staffs participate in departmental meeting
- ☐ 27. Tasks in my department are interrelated with those of other departments
- ☐ 28. There is high level of teamwork and cooperation among staff while executing duties
- ☐ 29. The level of public confidence in the activities in URA activities is high

APPENDIX IV: CONTENT VALIDITY INDEX

Reliability Statistics	
Cronbach's Alpha	No. of Items
.898	48

APPENDIX V: SAMPLE SIZE DETERMINATION

$$n = \frac{N}{1+N\alpha^2}$$

$$n = \frac{400}{1+400(0.05)^2}$$

$$n = \frac{400}{1+400(0.05)^2}$$

$$n = \frac{400}{1+1}$$

$$n = 200$$

APPENDIX VI: RESEARCHER'S CURRICULUM VITAE

A. PERSONAL DATA

Name : AgashaMarym
Place of Birth : Mbarara district
Date of Birth : 30th Dec; 1984
Sex : Female
Marital Status : Single
Nationality : Ugandan
Address : P.O. Box 3055
Email : agashamarym@yahoo.com
Contact : +256 774 050 384

B. SUMMARY OF EDUCATION

2010 - 2012	Kampala International University MBA – Procurement Option /Logistics
2005 – 2008	Kampala International University Bachelor of Supplies and Procurement Management
2003 – 2004	Lugazi Mixed Secondary School – Mukono Uganda Advanced Certificate of Education
1999 – 2003	Entebbe Secondary School – Wakiso Uganda Certificate of Education
1992 – 1998	St. Aloysius Primary School – Mbarara Primary Leaving Examination

C. PERSONAL PROFILE

Highly Self motivated, customer service oriented, analytical thinking, inter-cultural competencies, innovative, flexible & conscientious and leader astute

Other competencies: Excellent interpersonal, communicative, team work, counseling and organizing skills

D. CAREER OBJECTIVES

Utilize the available opportunity to acquire skills and become proactive member from whom the world society can benefit

E. SUMMARY OF OTHER RELEVANT TRAININGS

2011	Electoral Commission
2011	(Updating Exercise – Kampala District) Electoral Commission
	(Training in EC procurement Unit)
2008	Ministry of Justice and Constitutional Affairs (Attachment)

G. CAREER HISTORY/EXPERIENCE

Jan 2010 **TAMP Engineering Consultants limited**
– Up to
Date **Position: Site Manager (One Year Contract)**

Duty Station: Southern Sudan

Duties and Responsibilities

- ❖ Report to the Managing Director or Company Secretary and work closely with the project heads of departments to ensure participative approach to budget development, implementation, monitoring and control
- ❖ Maintain effective coordination and collaborate with the headquarters in Kampala and making monthly report on the work progress in Sudan.
- ❖ Preparing plans and budgets, organizing works, reviews, audits and updates plus monitoring in line with the company objectives and the human resource frame work
- ❖ Evaluation and measurement of the executed project works and make the necessary adjustments where need be
- ❖ Motivate, build and manage relationship amongst employees; clients and other project stakeholders and partners
- ❖ Handle the company imprest and effect payments on the day to day site financial requirements/obligations as they arise from time to time

- ❖ Carry out all the human resource functions at the work station and other duties as assigned from higher authorities from time to time

H. LANGUAGE PROFICIENCY

English	Speaking	Writing	Hearing
Runyakitara	Excellent	Very Good	Outstanding
Luganda	Excellent	Outstanding	Excellent
Kinyarwanda	Excellent	Very Good	Excellent

I. HOBBIES

- ❖ Making new developmental friends
 - ❖ Adventuring
 - ❖ Reading managerial/Administrative literature
 - ❖ Listening to Gospel music
-

J. REFEREES

1. Mr. Byakusaanga Bisobye,
Head Policy Analyst - Planning
Ministry of Justice and constitutional Affairs
Mobile: 0772 352 430
 2. Mr. Asimwe Hakim,
Director Great Lakes Mineral Center,
Mobile: 0752 798 022
 3. Mr. Kamali Herbert,
Director Masha Traders,
Mobile: 0772 909 616/0702 909 616
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DECLARATIONS

I Agasha Maryam, do declare that the information given above is true and confirm to the best of my knowledge