

**TOTAL QUALITY MANAGEMENT (TQM) AND ORGANIZATIONAL
PERFORMANCE: A CASE STUDY OF SPEKE RESORT
HOTEL MUNYONYO MAKINDYE DIVISION**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMIC AND
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DECLARATION

I Byamukama Happy declare that the material in this report has never been submitted to any University or institutions of higher learning for any academic qualifications. This proposal is a result of my own independent research effort and investigations. Where it is indebted to the work of others, the acknowledgment has been made.

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APPROVAL

This work has been supervised and is now ready to be submitted to Kampala international university with the approval of the supervisor.

Lecture's Name:

Signed..... Date

DEDICATIONS

This work is dedicated to my parents who have tirelessly supported me in all aspects. May the lord bless you abundantly!

ACKNOWLEDGEMENT

I wish to thank the almighty God for keeping me alive and providing me with the capacity and courage to go through the three-year course successfully.

I appreciate the work done by my supervisor Mr. Masaba Richard. Thank you for all your guidance, knowledge, advice, and time you accorded to me during the completion of this research report.

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LIST OF TABLES

Table iv: Showing the time respondents have been in Speke Resort hotel Munyonyo.	24
Table iii: Showing academic qualifications of the respondents.	24
Table v: Showing the responses to whether total quality management play a role on	25
Figure i: Showing the responses in terms of agreement on the role of total quality management.....	28
Table vii: Showing the responses on whether there are constraints to total quality	29
Table ix: Showing response to the strategies that can be adopted by Speke Resort hotel	33
Table i: Showing gender of respondents	22
Table ii: Shows the age categories of respondents	23

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATIONS.....	iii
ACKNOWLEDGEMENT.....	iv
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background of the Problem	2
1.2 Statement of the problem.....	4
1.3 General Objectives	5
The general objectives of this study was to examine the relationship between Total Quality Management and organization performanceat Speke Resort Hotel Munyonyo.....	5
1.3.1 Specific Objectives of the study.....	5
1.4 Research questions	5
1.5 Scope of the study	6
1.5.1 Content Scope	6
1.5.2 Time scope	6
1.5.3 Geographical scope	6
1.6 Significance of the study	6
1.7 Conceptual Framework	7
CHAPTER TWO.....	8
LITERATURE REVIEW.....	8
2.0 Introduction.....	8
2.1 Theoretical framework	8
Deming's Theory	8
2.2 Role of total quality management in Performance in an organization	9
2.3 Constraints to total quality management that hider performance of organisations	12
2.4 Strategies in implementing Total Quality Management.....	15
2.5 Conclusion	17
CHAPTER THREE.....	18
METHODOLOGY	18
3.1 Introduction.....	18
3.1 Study design.....	18

3.2 Study population	18
3.3 Sampling methods.....	18
3.4 Sample size	18
3.5 Data source	19
3.5.1 Primary data.....	19
3.5.2 Secondary data	19
3.6 Data collection methods	19
3.6.1 Questionnaire	19
3.6.2 Interview Guides	19
3.7 Validity and Reliability of Research Instruments.....	19
3.8 Data gathering procedure.....	20
3.9 Data Analysis	20
3.10 Limitation of the study	20
CHAPTER FOUR.....	22
PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS	22
4.0 Introduction.....	22
4.1 Respondent's profile	22
4.1 Gender for respondents.....	22
Table i: Showing gender of respondents	22
4.1.2 Age Categories of respondents	23
Table ii: Shows the age categories of respondents	23
4.1.3 Academic qualifications of respondents.....	24
Table iii: Showing academic qualifications of the respondents.	24
4.1.4 Time spent by the respondents in the organization.	24
Table iv: Showing the time respondents have been in Speke Resort hotel Munyonyo.	24
4.2 Role of total quality management in performance of organizations.....	25
Table v: Showing the responses to whether total quality management play a role on	25
Performance of Speke Resort hotel Munyonyo.....	25
Table vi: Showing responses on the role of total quality management in performance of organizations.....	26
Figure i: Showing the responses in terms of agreement on the role of total quality management.....	28
4.3 Constraints to TQM which hinder the performance of organizations.....	29
Table vii: Showing the responses on whether there are constraints to total quality	29

4.4 Strategies that can be adopted to improve the performance of Speke Resort hotel Munyonyo.....	32
Table ix: Showing response to the strategies that can be adopted by Speke Resort hotel	33
CHAPTER FIVE	35
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	35
5.0 Introduction.....	35
5.1 Conclusion	35
5.2 Recommendations	36
5.3 Areas for future research	37
REFERENCE	38
APPENDICES	41
APPENDIX I : QUESTIONNAIRE	41
Appendix: ii	45
Research Budget	45
Appendix iii:	46
Research Time frame	46

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The main indicators reveal its low productivity. For example, in 2003, the capacity utilization of the Ugandan manufacturing sector when compared to that of other African countries was around the mean (58 percent) but lower than that of the manufacturing sectors in Kenya (63 percent) and Cote d'Ivoire (71 percent). These are indications of the low competitiveness of the Ugandan manufacturing sector at the international and regional levels. Steel (2003) also makes it clear that the labor productivity of micro-small and medium enterprises (MSMEs) in Uganda is lower than that of MSMEs in Kenya and Tanzania, while the labor productivity of large firms in Uganda is higher than that of the latter two countries. Most manufacturing enterprises in Uganda are MSEs (UBOS 2003), of which microenterprises (that is, those with less than 5 employees) are the most important. According to Reinikka and Svensson's (2001) statistics, these firms seem not to upgrade their investment, are inefficient, and incur high costs per unit of revenue.

Cement manufacturing sector in Uganda continued to increase significantly in 2001/02, albeit at a slower rate than in the previous year. The manufacturing sector contributed about 10 per cent of GDP and grew by 7.4 per cent in 2011/12 compared with 8.9 per cent in the previous year. The expansion in manufacturing output in 2011/12 generally reflected increased domestic demand for manufactures as disposable incomes increased with the continued economic expansion. An increased demand for construction materials such as cement and stones contributed to strong growth in the mining and quarrying sector, which achieved a growth rate of 7.8 per cent in 2001/02 compared with 5.9 per cent in 2010/11 (UBOS, 2012 report). Excise duty on cement is set to be doubled in the 2016–2017 budgets as part of a set of measures designed to increase government expenditure.

The Ugandan economy tremendously operate based on the established regulatory framework of Uganda Investments Authority UIA, and other associations such as UMA Uganda manufacturers association, despite this the concept of performance has not been significantly realized to attain the value for the resource bases in the country (UBOS, 2014).

There has been interventions in the manufacturing sector of Uganda by the Uganda investments authority inviting more participants to provide a work force for the development agenda. The Ugandan economy tremendously operate based on the established regulatory framework of UIA, and other associations such as UMA Uganda manufacturers association, despite this the concept of performance has not been significantly realized to attain the value for the resource bases in the country.

Though hotels industry accounts for economic growth, several issues prevail that hinder the development of the industry; these include limited capacities and capabilities for policy analysis, inadequate skilled industrial human resources and total quality management and risks have much impacted on the infant Manufacturing industry in Uganda (Steel, 2013). These constitute the gaps that need to be addressed by the researcher.

This chapter therefore, intends to present the Background of the problem, objective of the study, research questions, significance of the study, and limitation of the study.

1.1 Background of the Problem

Total Quality Management (TQM) is an approach that seeks to improve quality and performance which will meet or exceed customer expectations. TQM looks at the overall quality measures used by a company including managing quality design and development, quality control and maintenance, quality improvement, and quality assurance. In a global perspective, the U.S. manufacturers held onto to their assumption that Japanese success will be price-related and thus responded to Japanese competition with strategies aimed at reducing domestic production costs and restricting imports. This, of course, did nothing to improve American competitiveness in quality. As years passed, price competition declined while quality competition continued to increase. Walton, J, (1999)

Organizational performance is the organization's degree of success in using the least possible inputs in order to produce the highest possible outputs Gates, (2010). According to (Richard, 2009) organizational performance encompasses the determination for the organizational operations (Upadhaya& Blount, 2014). Organizational performance is intended to measure the actual performance terms of an organization operating capacity. It is a reason and measure for the organization's continued operations and determines whether expansion,

contra dictionary or funding be allocated more to the business. However what is not known about organizational performance is the rate at which performance is actually reasonable for the organization, the performance stakes and nature of actual performance for the organizations. Organizational performance enables the organizations to determine its expenditure trends and assess the value of earnings to predict for the future. Performance in this study was gauged by profitability; sales growth and market share (Pandey 2012). The nature of the relationship in measuring the organizational performance is determined through the evaluation of the sales growth, profitability and the market share in the industry.

Vasconcellors et al (2003) argues that U.S. organizations began to listen. The chief executive officers of major U.S. corporations stepped forward to provide personal leadership in the quality movement. The U.S. response, emphasizing not only statistics but approaches that embraced the entire organization, became known as Total Quality Management (TQM). Several other quality initiatives followed. The ISO 9000 series of quality-management standards, for example, were published in 1987.

In Tanzania every organization was concerned with being affective upon the attainment of its aims and objective rests success and ultimate survival of the organizations. The quality of management was central to organizations development and improved performance; hence quality was now used as the competitive weapon. Improved quality results in increased productivity and profitability as well as strengthens the company competitive position in the market, thus total quality management were effective approach towards the improvement of the organizational performance. Mullins, (J.L 2005).

The National Social Security Fund (NSSF) TANZANIA Mbeya Branch was found in southern highland part of Tanzania. The vision of the fund is to be a leading comprehensive social security scheme based on internationally recognized social insurance principles, providing a wide range of short and long term benefits to its members.

In recent years, the criticality of increased productivity and competitiveness has accelerated in step with global trends towards privatization, marketization, and democratization, coupled with a more highly educated, more vocal, and more demanding consumer market. At a time when the technological gap between South Africa, North America, Europe, and the Pacific Rim is shrinking, competitive boundaries are expanding and, as a consequence, consumers have a growing range of products from which to choose. Quality increasingly guides produce selection. Consumer spending patterns have also changed to reflect increased concern for

durability, partially as a response to environmental concerns. Increasing recognition of the inadequacies of traditional quality control functions to address the demand for higher quality products and services has launched a seminal transition to a more comprehensive, integrated approach to quality management.

The need for effective and efficient local government has been at the centre of the service delivery agenda of all the three spheres of governments in Africa. The scarcity of financial resources has necessitated the development of other strategies that can assist countries in being more innovative and productive. Net et al, (2001) contend that the Total Quality Management concept seems to offer innovative ways of reducing costs whilst not compromising the quality of services. It encourages countries to continuously improve their performance. This project explores the applicability of TQM in a developmental local government context amidst economic disparities amongst all categories of states in Africa. It argues that TQM if implemented properly can lead to efficiency.

Speke Resort Hotel Munyonyo also emphasizes good customer satisfaction services and has established a customer satisfaction desk for its customers' demand and guidance. The hotel has a customer satisfaction service policy that caters for customer activities. The activities for which the policy will be designed include efficient and timely delivery of services, hotel guides, security, customer attention, parking space, 24 hour front desk services, sensitivity and attention to customer needs.

1.2 Statement of the problem

According to the 2010 United Nations (UN) data, International manufacturing statistics show the dominant position of the US, China, and to a lesser extent Japan, as the manufacturers of the World. The countries across the globe also register gaps especially in the management strength there still exist constraints in risk management plus the management of quality still remain a challenging issues.

According to a 2012 report by the World Bank titled 'Performance of Manufacturing Firms in Africa manufacturing accounts for only 13% of GDP in sub Saharan Africa, a smaller share than in any other region except the Middle East and North Africa (MENA) region. Countries like the Kenya, Nigeria, South Africa and Ghana though exhibit some manufacturing potential have been reported with defective goods, poor and low quality standards that can't

be accepted on the global level. The prevalence of the state of affairs still presents series problems to the manufacturing industry in Africa.

Total quality management is a key aspect of management in organizations operating both in the public and private affair. Several problems are witnessed in Speke Resort Hotel Munyonyo; these problems revolves around the quality of service that is being delivered to the society. The Hotel industry is characterized by presence of many hotels which present a wide range of customer satisfaction services to their customers.

However, Speke Resort Hotel Munyonyo is still not perfect at certain customer satisfaction services. For example in the period between 2011-2014, the number of customers reduced from 70 percent to 65 percent in aspects (Omargor, 2012). This reduction affects both the local and international recognition of the hotel. This is because of the high rate of customer defection. This could have been because of poor quality service. If this trend continues, the researcher assumes that Speke Resort Hotel will lose business a great deal. This study therefore investigates if service quality could be the reason for poor customer satisfaction at Speke Resort Hotel Munyonyo.

1.3 General Objectives

The general objectives of this study was to examine the relationship between Total Quality Management and organization performance at Speke Resort Hotel Munyonyo..

1.3.1 Specific Objectives of the study

- i. To explore the role of total quality management on organizational performance.
- ii. To establish the constraints to total quality management which hinder performance of organizations
- iii. To examine the strategies used by Speke Resort Hotel Munyonyo in improving performance.

1.4 Research questions

- i) What is the role of total quality management on organizational performance?
- ii) What are the constraints to total quality management that hinder performance of Organizations?

- iii) Which strategies can be adopted by Speke Resort Hotel Munyonyo in improving performance?

1.5 Scope of the study

1.5.1 Content Scope

The study was concentrated on total quality management and performance of organizations. The study concentrated on the research objectives of this study.

1.5.2 Time scope

The study was carried out for a period of three years that is from February 2015 to June 2018. This period helped the researcher to design the proposal, questionnaires, carry out field research and write the finally dissertation.

1.5.3 Geographical scope

This study was carried out at Speke Resort Hotel Munyonyo. This hotel is located in Ggaba, approximately 4 km from Kampala City. The researcher took interest in it because it is a five star hotel and therefore it provided the best resources in relation to the research topic.

1.6 Significance of the study

The study findings showed the significance and contribution of total quality management as the major tool for organization performance and development.

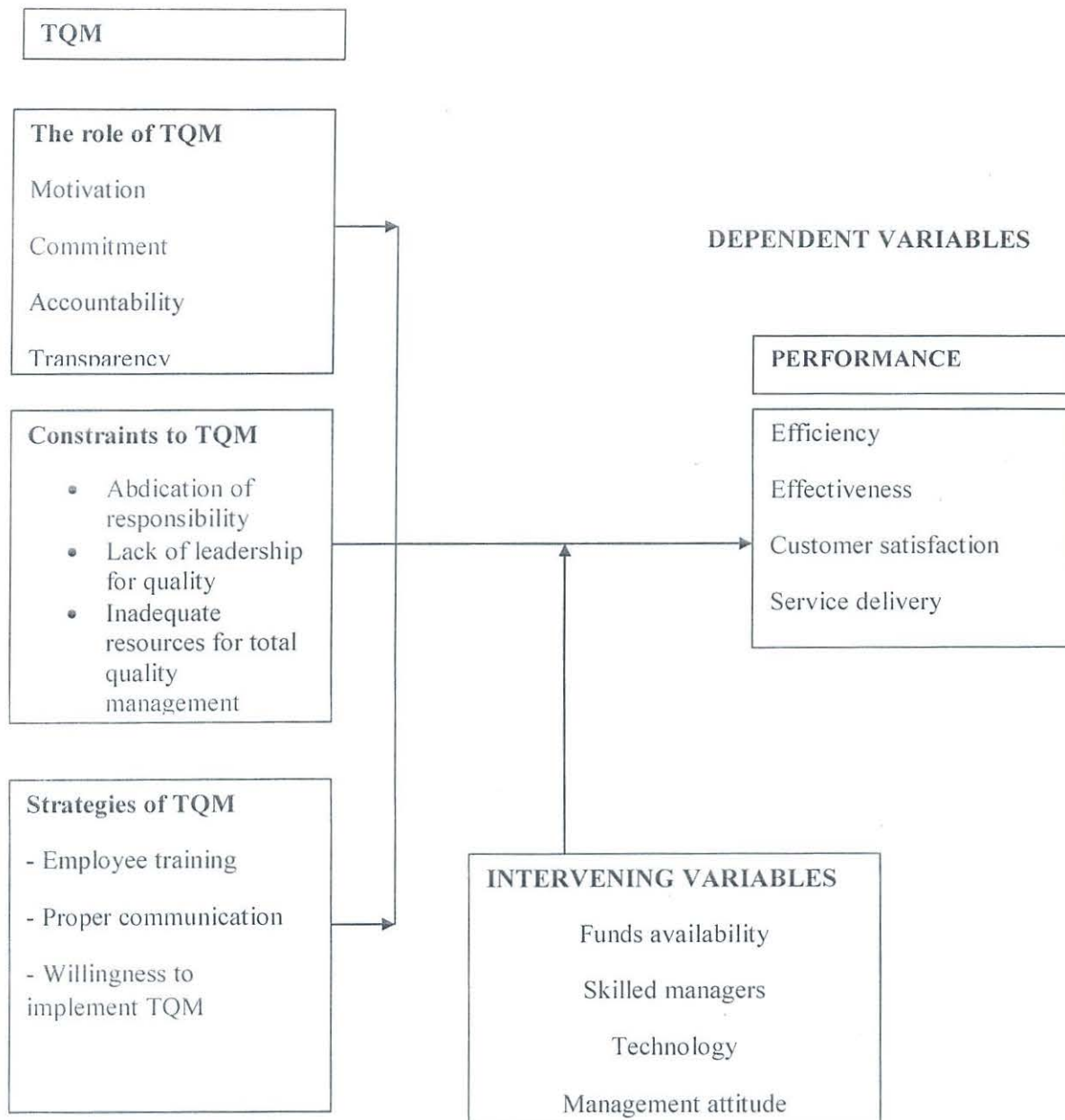
The case study also benefited the people from improving knowledge and technology for further innovation and status on how to maintain quality services to increase performance.

The study enabled the organization to acquire fully, utilize, develop and retain her scarce staff especially in their competitive environment.

The study helped the management of pension funds to know the reasons behind the problem and recommended measures to alleviate the problem. Also the study helped to know further areas of research to help the fund to meet its obligation to particular members and the nation at large.

1.7 Conceptual Framework

INDEPENDENT VARIABLES



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The purpose of this chapter is to review various arguments and findings from various authors with the aim of adding knowledge and familiarizing the researcher and other readers with any relevant information. Literature review involves the activities of identifying literature related to the problem.

2.1 Theoretical framework

Total Quality Management (TQM) is a quality improvement body of methodologies that are customer-based and service oriented. TQM was first developed in Japan, and then spread in popularity. However, while TQM may refer to a set of customer based practices that intend to improve quality and promote process improvement, there are several different theories at work guiding TQM practices. Taylor, F.W (1911)

Deming's Theory

Deming's theory of Total Quality Management rests upon fourteen points of management he identified, the system of profound knowledge, and the Shewart Cycle (Plan-Do-Check-Act). He is known for his ratio - Quality is equal to the result of work efforts over the total costs. If a company is to focus on costs, the problem is that costs rise while quality deteriorates. Deming's system of profound knowledge consists of the following four points:

System Appreciation - an understanding of the way that the company's processes and systems work

Variation Knowledge - an understanding of the variation occurring and the causes of the variation

Knowledge Theory - the understanding of what can be known

Psychology Knowledge - the understanding of human nature

By being aware of the different types of knowledge associated with an organization, then quality can be broached as a topic. Quality involves tweaking processes using knowledge. The fourteen points of Deming's theory of total quality management are as follows:

1. *Create constancy of purpose*
2. *Adopt the new philosophy*
3. *Stop dependencies on mass inspections*
4. *Don't award business based upon the price*
5. *Aim for continuous production and service improvement*
6. *Bring in cutting-edge on the job training*
7. *Implement cutting-edge methods for leadership*
8. *Abolish fear from the company*
9. *Deconstruct departmental barriers*
10. *Get rid of quantity-based work goals*
11. *Get rid of quotas and standards*
12. *Support pride of craftsmanship*
13. *Ensure everyone is trained and educated*
14. *Make sure the top management structure supports the previous thirteen points.*

Plan-Do-Check-Act (PDCA) is a cycle created for continuous improvement. In the **planning** phase, objectives and actions are outlined. Then, you **do** your actions and implement the process improvements. Next, you **check** to ensure quality against the original. Finally **acting** requires that you determine where changes need to occur for continued improvement before returning to the plan phase.

2.2 Role of total quality management in Performance in an organization

Mullins L.J (2005) defined TQM as a way of life for an organization as a whole, committed to total customer satisfaction through a continuous process of improvement and the contribution and involvement of people.

The implementation of total quality is similar to that of other decentralized control methods. In developing TQM, companies need to understand how consumers define quality in both goods and services offered. If a company pays more attention to quality in its production processes, fewer problems are bound to occur when the product is in the customers' hands.

Management should make a commitment to measure the performance of a product relative to its quality through customer surveys, which can help managers to identify design, manufacturing or any other process that has a bearing on the quality of a product or service, and therefore provide an opportunity for continuous improvement. McDaniel et al (1990),

The core of TQM is the customer-supplier interfaces, both externally and internally, and at each interface lie a number of processes. This core must be surrounded by commitment to quality management, and recognition of the need to change the culture of the organization to create total quality. These are the foundations of TQM and they are supported by the key management functions of people, processes and systems in the organization.

Total quality management is a detailed structured system and is used in order to satisfy the lateral and external customers and suppliers. This is achieved with the combination of the business environment, continuous improvement and innovations through development and maintenance circles while changing organizational culture.

The implementation of total quality is similar to that of other decentralized control methods. In developing TQM, companies need to understand how consumers define quality in both goods and services offered. If a company pays more attention to quality in its production processes, fewer problems are bound to occur when the product is in the customers' hands. Management should make a commitment to measure the performance of a product relative to its quality through customer surveys, which can help managers to identify design, manufacturing or any other process that has a bearing on the quality of a product or service, and therefore provide an opportunity for continuous improvement. Juran, Joseph M. (1995),

Quality assurance system also promotes the organizational assurance necessary for external cooperation. In international business, inter-organizational cooperation in a value chain is becoming a part of a sustainable business strategy. A major issue in this strategy is determining how to provide organizational effectiveness through internal improvement that also fulfils the requirements of external objectives. This issue is behind the rationale for adopting a quality management system as the necessary foundation. A quality management system basically promotes the standardization of products, production processes, procedures and problem solving. As a feedback mechanism, repeated quality auditing enables the

evaluation of the existing practices and standards, which then opens up the opportunity for performing improvements. Juran, Joseph M. (1995),

A continuous process of improvement turns quality management systems into quality assurance systems. This assurance system is expected to build the capability for socio-cultural interactions that create transparency and trust between internal elements of an organization. From the external viewpoint, internal transparency and trust improve the degree of assurance for external partners. This factor is known as inter-organisational trust; and is a fundamental social capital for cooperation (Sztompka, 1999). Building trust for inter-organisational cooperation also requires attention on the differences in the existing organisational conditions and practices of partners. In a specific partnership, managing the relationship does not only engage with developing mutual objectives but also with creating collective values. Formulating joint vision, arranging feasible contributions, defining detailed incentive schemes, and securing the means of the cooperation are examples of the necessary means for organizing effective interface management (Weisenfeld, et al., 2001). Since quality management implementation is also concerned with developing the dynamic capability for socio cultural interactions (Fisscher, 1994) it can contribute towards effective interface management.

Quality management implementation is not straightforward; it includes recursive processes of measurement, evaluation and improvement (Benner and Tushman, 2003). As this recursive process continues, the affected practices reorient employees into a continuous improvement attitude. The impact of quality management implementation on the construction of employees' mindsets can be observed, for instance, at Toyota Astra Motors, an Indonesian-Japanese joint venture company in automotive co-makership (Imai, 1997). These arguments imply that qualitymanagement implementation is not as simple as building the quality management system; it also faces the differences in the dominant organizational contexts.

Quality management implementation involves the introduction of norms, values, standards and routines into organization. Recursive processes of measurement, evaluation and improvement make organizations aware of the high expectations of the benefits of quality management implementation. The expectation can shift from a product and process orientation towards an organizational system orientation, or to the mutual benefits from interactions with the external entities. The developed quality management and assurance

system should cover a range of activities from shop floor production to strategic management. Likewise, quality management implementation is no longer regarded as only covering system-technical aspects. The coverage of implementation also includes the issue of strategic management and deals with the socio-cultural concerns, as described in the total quality matrix (Jamal, A and Kamuzora 2008)

Regarding the various expectations and comprehensive coverage of quality management, the implementation of quality management is a fertile ground for observing technical, managerial and organizational phenomena. Acquiring knowledge of quality management implementation in a unique, and influencing, organizational environment and situation is a relevant issue for investigation. With respect to organizations in Indonesia, this research is focused on observing quality management implementation, and is expected to provide new insights into the implementation process in order to improve organizations ability to meet their internal and external.

2.3 Constraints to total quality management that hinder performance of organisations

QM is management philosophy that seeks to integrate all organizational functions (marketing, finance, design, engineering, production, customer etc.) to focus on meeting customer needs and organizational objectives. TQM views an organization as a collection of processes. It maintains that organizations must always strive to continuously improve these processes by incorporating the knowledge and experiences of workers. Holmes, Ken (1992)

Competitive markets. A competitive market is a driving force behind many of the other obstacles to quality. One of the effects of a competitive market is to lower quality standards to a minimally acceptable level. This barrier to quality is mainly a mental barrier caused by a misunderstanding of the definition of quality. Unfortunately, too many companies equate quality with high cost. Their definition leads to the assumption that a company can't afford quality. A broader definition needs to be used to look at quality, not only in the company's product, but in every function of the company. Evans, James R. (1999) all company functions have an element of quality. If the quality of tasks performed is poor, unnecessary cost is incurred by the company and, ultimately, passed to the customer. TQM should work by inspiring employees at every level to continuously improve what they do, thus rooting out unnecessary costs. Done correctly, a company involved with TQM can dramatically reduce

operating costs. The competitive advantage results from concentrating resources (the employees' brainpower) on controlling costs and improving customer service.

Bad attitudes/abdication of responsibility/management infallibility. The competitive environment, poor management practice, and a general lack of higher expectations have contributed to unproductive and unhealthy attitudes. These attitudes often are expressed in popular sayings, such as "It's not my job" and "If I am not broke, don't fix it. Such attitude sayings stem from the popular notion that management is always right and therefore employees are" only supposed to implement management decisions without questioning. Lethargy is further propagated through management's failure to train employees on TQM fundamentals that build better attitudes by involving them in teams that identify and solve problems. Such training can transform employees from being part of the problem to part of the solution. This will foster motivation and creativity and build productive and healthy attitudes that focus employees on basic fundamentals, such as: keep customer needs in mind, constantly look for improvements, and accept personal responsibility for your work.

Lack of leadership for quality. Excess layers of management quite often lead to duplication of duty and responsibility. This has made the lower employees of an organization to leave the quality implementation to be a management's job. In addition, quality has not been taken as a joint responsibility by the management and the employees. Coupled with the notion that management is infallible and therefore it is always right in its decisions, employees have been forced to take up peripheral role in quality improvement. As a result employees who are directly involved in the production of goods or delivery of services are not motivated enough to incorporate quality issues that have been raised by the customers they serve since they do not feel as part of the continuous process of quality improvement. Moreover, top management is not visibly and explicitly committed to quality in many organizations. Cole,G.A (2005)

Deficiency of cultural dynamism. Every organization has its own unique way of doing things. This is defined in terms of culture of the organization. The processes, the philosophy, the procedures and the traditions define how the employees and management contribute to the achievement of goals and meeting of organizational objectives. Indeed, sticking to organizational culture is integral in delivery of the mission of the organization. However, culture has to be reviewed and for that matter re-adjustments have to be done in tune with the

prevailing economic, political, social and technological realities so as to improve on efficiency. Inadequate cultural dynamism has made total quality implementation difficult because most of the top level management of many organizations are rigid in their ways of doing things.

Inadequate resources for total quality management. Since most companies do not involve quality in their strategic plan, little attention is paid to TQM in terms of human and financial resources. Much of the attention is drawn to increasing profit margins of the organization with little regard as to whether their offers/ supply to customers is of expected quality. There is paltry budgetary allocation made towards employee training and development which is critical for total quality management implementation. Employee training is often viewed as unnecessary cost which belittles the profits margins which is the primary objective for the existence of businesses and as a result TQM has been neglected as its implementation "may not necessarily bring gains to the organization in the short term".

Lack of customer focus. Most strategic plans of organizations are not customer driven. They tend to concentrate much on profit-oriented objectives within a given time frame. Little (if any) market research is done to ascertain the product or service performance in the market relative to its quality. Such surveys are regarded by most organizations as costly and thus little concern is shown to quality improvement for consumer satisfaction.

Lack of effective measurement of quality improvement TQM is centered on monitoring employees and processes, and establishing objectives that anticipate the customer's needs so that he is surprised and delighted. This has posed a considerable challenge to many companies. Measurement problems are caused by goals based on past substandard performance, poor planning, and lack of resources and competitor-based standard. Worse still, the statistical measurement procedures applied to production are not applicable to human system processes.

Besterfield, D.H et al (2003) contend that Poor Planning. The absence of a sound strategy has often contributed to ineffective quality improvement. Duran noted that deficiencies in the original planning cause a process to run at a high level of chronic waste. Using data collected at then recent seminars, Duran (1987) reported that although some managers were not pleased with their progress on their quality implementation agenda, they gave quality

planning low priority. As Oakland (1989) said, the pre-planning stage of developing the right attitude and level of awareness is crucial to achieving success in a quality improvement program.

Lack of management commitment. A quality implementation program will succeed only if top management is fully committed beyond public announcements. Success requires devotion and highly visible and articulate champions. Newell and Dale (1990) found that even marginal wavering by corporate managers will be sufficient to divert attention from continuous improvement. Additionally, Schein (1991) reported that the U.S. Quality Council is most troubled by the lack of top management commitment in many companies.

Lack of proper training/Inadequate Human Resource Development. There is evidence that lack of understanding and proper training exists at all levels of any organization, and that it is a large contributor to worker resistance. Schein (1990), for example, mentioned that business school failure to teach relevant process skills contributed to manager ineffectiveness. TQM requires a well-educated workforce with a solid understanding of basic math, reading, writing and communication. Although companies invest heavily in quality awareness, statistical process control, and quality circles, often the training is too narrowly focused. Frequently, Duran's warning against training for specific organizational levels or product lines is unheeded. This has also been underscored by Newell and Dale who argue that poor education and training present a major obstacle in the development and implementation of a quality program.

2.4 Strategies in implementing Total Quality Management

TQM is a management and control activities based on the leadership of top management and based on the involvement of all employees and all departments from planning and development to sales and services. These management and control activities focus on quality assurance by which those qualities which satisfy the customer are built into product and services during the above processes and then offered to consumers.

A workforce is often unwilling to embrace TQM for a variety of reasons. Oakland (1989) explained that a lack of long-term objectives and targets will cause a quality implementation

program to lose credibility. Keys (1991) warned that an adversarial relationship between management and non-management should not exist, and he emphasized that a cooperative relationship is necessary for success. A TQM project must be supported by employee trust, acceptance and understanding of management's objectives. Employees, therefore, should be recognized by the management as vital players in the decision making processes regarding to quality improvement as involving them would have motivating effect on implementation of quality programs.

Regardless of the cause, poor plans and specifications lead to a project that costs more, takes longer to complete, and causes more frustration than it should. Companies using TQM should always strive towards impressing upon owners the need to spend money and time on planning. If management took reasonable time to plan projects thoroughly and invest in partnering to develop an effective project team, a lot could be achieved in terms of product performance as these investments in prevention- oriented management can significantly improve the quality of the goods or services offered by an organization. Garry Ball man, (2004)

TQM is an approach to improving the competitiveness, effectiveness, and flexibility of an organization for the benefit of all stakeholders. It is a way of planning, organizing and understanding each activity and energy that is routinely spent in organizational it ensure the leader adopt a strategic overview of quality and focus on prevention not detection of problems.

Whilst must involve everyone to be successful, it must start at the top with the leaders of the organization. All senior managers must demonstrate their seriousness and commitment to quality, and middle managers must as well as demonstrating their commitment ensure they communicate the principle, strategies and benefits to communicate the people for whom they have responsibility. Only then will the right attitudes spread throughout the organization.

In my own opinion TQM is a fundamental requirement for an organization to perform better and compete with other players in the market. Leaders must take responsibility for preparing, reviewing monitoring the policy, plus take part in regular improvements of it and ensure it is understood at all levels of the organization. Effective leadership starts with the development of a mission statement followed by a strategy, which is translated into action plane down

through the organization. These combined with satisfies customers and good business result in quality organization with satisfied customers and good business results. Employer empowerment and Customer focus. Garry Ball man, (2004)

For a company to produce a quality product, employees need to know how to do their jobs. For TQM to be successful, organizations must commit to training employees at all levels. TQM should provide comprehensive training, including technical expertise, communication skills, small-team management, problem-solving tools, and customer relations.

Lack of commitment in quality management may stem from various reasons. Duran, for example, observed that many managers have extensive experience in business and finance but not in quality improvement. Similarly, Garry Ball man, (2004) pointed out that although the CEO does not have to be a quality expert, programs fail when the CEO does not recognize the contribution these techniques make toward profitability and customer satisfaction.

Top management should, therefore, embrace quality improvement programs no matter how far reaching the programs may appear the monetary implications therein. Competition alone should not be considered as the single factor that drives managers into implementing quality initiatives.

2.5 Conclusion

In conclusion, the advantages of TQM have been widely discussed, but the challenges of implementation have received little attention. A quality philosophy is required for the successful implementation of a quality project. This philosophy must facilitate a long-term lifestyle change for a company. Commitment of top management is essential. Substantial inflow of resources, adequate training, workforce participation and effective measurement techniques are some of the key success factors. A successful TQM program is unique, and it should motivate middle management to focus on long-term strategies rather than short-term goals. Teamwork is the key to involvement and participation. Groups should be encouraged to work closely and effectively, and should focus on quality improvement and customer satisfaction.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the detailed plan of how the study was conducted. It presents the study Design, study population, sampling techniques, data sources, data collection methods and instruments, Validity and Reliability of Research Instrument, Data collection procedure, Data presentation and Analysis and Limitations of the study.

3.1 Study design

This study adopted descriptive study design using both the quantitative and qualitative methods of data collection. Descriptive study according to Gall *et al.* (1996) enables the researcher to collect information from a cross-section of a given population. This study design will be used because it is the most commonly used research method in social research. Amin (2005) asserts that results from such a survey method are easily extrapolated to the entire population.

3.2 Study population

The target population included customers who were available at the time of study.

3.3 Sampling methods

Convenience sampling was used to select the customers who were available at the time of study to participate in the study.

3.4 Sample size

The study involved 60 respondents, all of whom were customers leaving at the hotel. The researcher preferred customers to employees because they could answer the questionnaires and interviews without any biasness.

3.5 Data source

3.5.1 Primary data

Primary data included answers gathered by the researcher from respondents using the questionnaires and interview guides.

3.5.2 Secondary data

Secondary data was obtained from the available literature review, text books, journals, reports, newspapers and research magazines. On the other hand, Internet and libraries were utilized as a significant source of secondary data.

3.6 Data collection methods

3.6.1 Questionnaire

The researcher used a close ended questionnaire to collect data on customer satisfaction and quality services from the employees. McMillan and Schumacher (2001), recommend a questionnaire if the researcher knows that the respondents will be in position to answer the questionnaires. Closed ended and scaled items were carefully used so as to generate information of influence and facilitate response since the questions were of a multiple choices and easy to categorize data. The researcher used the following 5 liker scale: 1=strongly agree, 2=agree, 3=not sure, 4=disagree and 5= strongly disagree.

3.6.2 Interview Guides

The researcher interviewed 10 customers to seek their opinions on the level of their satisfaction with the quality of services at the hotel.

3.7 Validity and Reliability of Research Instruments

Validity: Validity of instruments were tested using Content Validity Index (CVI). The researcher established the validity of the instruments by using expert judgment method as suggested by Amin (2005). This involved judges scoring the relevance of the questions in the instruments in relation to the study variables and a consensus judgment given on each variable.

It is given by;

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

Reliability: Reliability is the extent to which a test or procedure of data collection yields similar results under constant conditions on all occasions (Bell, 1997). Reliability of this study's instruments is ascertained by pre-testing the questionnaires and interview guide in the field. The researcher established the reliability of the questionnaire by using pre-testing. The researcher gave questionnaire guides to the same groups of respondents and re-testing was done. In both tests, the results were the same and it was confirmed reliable.

3.8 Data gathering procedure

After approval of the proposal, an introduction letter was obtained from the College of Economics and Management Sciences of Kampala International University to conduct the study from Speke Resort Hotel Munyonyo. The researcher drafted a cover letter that was attached to the questionnaires. A sufficient number of questionnaires was printed and distributed by the researcher. The respondents were briefed about the study and explained about its academic nature. The respondents were requested to completely fill the questionnaires and keenly follow the instructions.

3.9 Data Analysis

The quantitative data gathered were edited, encoded into the computer and statistically analyzed using the Statistical Package for Social Sciences (SPSS) version 16. To determine the level of service quality and customer satisfaction, percentages were calculated to determine the relationship between the two variables, Pearson correlation were computed. Qualitative data from the interview guides was descriptively analyzed and integrated into the quantitative data in order to give a firm meaning of the responses in the study.

3.10 Limitation of the study

- Economics entails a high degree of sensitivity as some of the information may not be revealed by the respondents however this was backed up with help of the letter of introduction assuring the respondents that information attained is for academic purposes.

- Uncooperative behavior of some respondents, un-approachable respondents and those who are reluctant to give information. Some respondents require more time to respond to the questionnaires. The researcher endeavored to assure them that the facts discussed would remain confidential.
- Assessing data was a problem since many respondents doubt the confidentiality of research project. An introductory letter however was used to persuade the respondent that the research was purely academic.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction.

This chapter comprises of the findings that were gathered by the researcher from the respondents in Speke Resort hotel Munyonyo on the impact of total quality management on performance of organizations. The data is presented and interpreted in view of the objectives mentioned in chapter one of this research. The interpretation also seeks to answer the research questions that were raised in chapter one.

Presentation and interpretation of data in this chapter has been done with the aid of quantitative and qualitative methods for example the use of tables, graphs, percentages and personal analysis and interpretation presented in essay form. Questionnaires were provided to 40 respondents who filled them to the best of their knowledge.

4.1 Respondent's profile

4.1 Gender for respondents

Table i: Showing gender of respondents

Respondents	Frequency	Percentage
Male	26	65
Female	14	35
Total	40	100

Source: primary data

From the table above, it can be seen that the majority of respondents are male that is 26 respondents representing 65% of the total respondents and 14 respondents are female representing 35 % of the respondents. From the above presentation, it is clear that although male dominated in the study, the aspect of gender has been critically adhered to with although minimal representation of 35%. of disagreement. It implies that quality management is an aspect of both male and women.

4.1.2 Age Categories of respondents

Table ii: Shows the age categories of respondents

Age brackets	Frequency	Percentage
20–24	6	15
25- 29	10	25
30- 34	12	30
35- 44	7	17.5
45- 49	3	7.5
50 and above	2	5
Total	40	100

Source: Primary data

From the above it is seen that 6 respondents are in the age bracket of 20 -24, representing 15% of the total respondents, 25-29 were 10 respondents representing 25% of the respondents , 30 -34 had 12 respondents representing 30% of total number of respondents, 35-44 had 7 respondents representing 17.5% of the total number of respondents, 45-49 were 3 respondents representing 7.5% of the total respondents and 50 and above respondents representing 2 respondents of the total percentage of 5%.

It is clear that the age bracket of 30 – 34 had the largest number of respondents; this age bracket constitutes the energetic and vibrant young people who can effectively comprehend quality management aspects. It is of no doubt that the study cannot be doubted for purposes of age since all age categories can be comprehended in the study.

4.1.3 Academic qualifications of respondents.

Table iii: Showing academic qualifications of the respondents.

Qualifications	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Degree	16	40
Postgraduate	12	30
Total	40	100

Source: primary data

From the above table it is seen that the majority of the staff in Speke Resort hotel Munyonyo are degree holders representing 40% ,this was followed by postgraduate with 12 respondents 30%. followed by diploma holders at 20% and then certificate holders at 10 percent. This implies that the staff of Speke Resort hotel Munyonyo is well educated and therefore the information obtained from them can be relied upon for decision making

4.1.4 Time spent by the respondents in the organization.

Table iv: Showing the time respondents have been in Speke Resort hotel Munyonyo.

Respondents	Frequency	Percentage
0 - 1 Year	8	20
1 – 2 years	16	40
3 -5 Years	12	30
5 years and above	4	10
Total	40	100

Source: Primary data

From the above presentation, it can be concluded that most respondents had stayed at Speke Resort hotel Munyonyo 1-2 years were 40%, followed by those of 3-5 years 30%, 0-1 year were 20% and 10% for 5 years and above. This indicates that information attained can be relied upon for decision making since around 60 % of the respondents have served in the organization for more than 2 years. It further indicate that the employees very well understand the traits of customers, appropriate mechanisms can therefore be designed for implementing total quality management in organizations.

4.2 Role of total quality management in performance of organizations

The first objective of the study was set to examine the role of total quality management in the performance of organizations; the responses to this effect were based on the following parameters.

Table v: Showing the responses to whether total quality management play a role on

Performance of Speke Resort hotel Munyonyo.

Response	Frequency	Percentage
Yes	50	100
No	0	0
Not sure	0	0
Total	50	100

Source: primary data

From the table above the response on it is evident that total quality management contributes to performance with 100% of the respondents who agreed. Therefore, the findings of the research was based on the facts presented and the recommendations made is applicable. It is further evident that the research findings were intensified to arrive at performance.

Table vi: Showing responses on the role of total quality management in performance of organizations

Weight	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
Role of TQM in performance	F	%	f	%	f	%	F	%	F	%	F	%
Improvement of employee performance	12	30	18	45	2	5	8	20	0	0	40	100
Improves on organizational Commitment	10	25	9	22.5	7	17.5	5	12.5	9	22.5	40	100
Motivation of customers and employees	20	50	6	15	5	12.5	4	10	5	12.5	40	100
Improved organizational reputation	25	62.5	7	17.5	8	20	0	0	0	0	40	100
Increased customer base and sales	19	47.5	12	30	0	0	5	12.5	3	7.5	40	100
Evident change in customer service delivery	24	60	6	15	5	12.5	2	5	3	7.5	40	100
Increased	12	30	10	25	7	17.5	9	22.5	0	0	40	100

production												
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Source: Primary data

The responses based on the presentation in table can be further interpreted as follows. Based on the roles of total quality management presented Improvement of employee performance as factor of role played by total quality management in organizations had 30% of the respondents who strongly agreed, 45% agreed, 5% were not sure, 20% disagreed and none strongly disagreed.

Through total quality management improving on organizational Commitment, 25% of the respondents strongly agreed, 22.5% agreed, 17.5% were not sure, 12.5% disagreed and 22.5% strongly disagreed.

Motivation of customers and employees had 50% of respondents who strongly agreed, 15% agreed, 12.5% were not sure, 10% disagreed and 5% strongly disagreed.

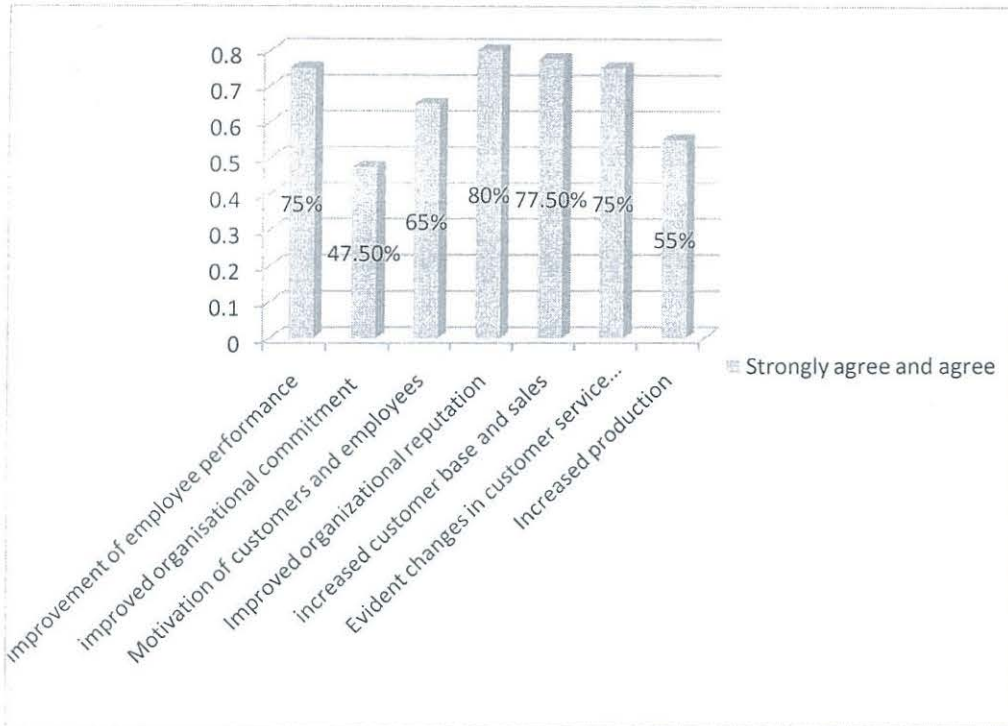
Improved organizational reputation had 62.5% of strong agreement, 17.5% agreed, 20% were not sure none disagreed and strongly disagreed. This had the highest degree of agreement of all the roles mentioned.

Increased customer base and sales as a role had 47.5% of respondents who strongly agreed, 32.5% agreed, none were not sure, 12.5% disagreed and 7.5% strongly disagreed on the aspects of quality management at Speke Resort hotel Munyonyo.

Evident change in customer service delivery had 60% respondents who strongly agreed, 15% agreed, 12.5 % were not sure, 5% disagreed and 7.5% strongly disagreed in that respect.

Increased production in terms of resources and organizational output had 30% of the respondents who strongly agreed, 25% agreed, 17.5% were not sure, 22.5% disagreed and none strongly disagreed.

Figure i: Showing the responses in terms of agreement on the role of total quality management in performance of Speke Resort hotel Munyonyo (those who strongly agreed and disagreed).



Source: Primary Data

The responses mentioned above on the role of total quality management on the performance of Speke Resort hotel Munyonyo. The responses were that Improvement of employee performance 75%, improving on organizational Commitment 47.5%, Motivation of customers and employees 65%, Improved organizational reputation with 80% , increased customer base and sales 77.5%, Evident change in customer service delivery 75%, Increased production in terms of resources and organizational output 55%. The responses imply that total quality management presents an overwhelming role in the performance of Speke Resort hotel Munyonyo, the truth of the matter is comprehending quality and management aspects so as to realize performance.

4.3 Constraints to TQM which hinder the performance of organizations

The second objective of the study was to examine the Constraints to TQM which hinder the performance of organizations; responses to this effect were gathered based on the elaborations below.

Table vii: Showing the responses on whether there are constraints to total quality management which hinders performance.

Response	Frequency	Percentage
Yes	30	75
No	6	15
Not sure	4	10
Total	40	100

Source: primary data

The responses in table vi concerning responses on the constraints to total quality management which hinder performance. The responses were that the majority 75% agreed with the prevalence of constraints, 15% disagreed and 10% were not sure. This indicate that total quality management at Speke Resort hotel Munyonyo is faced with a series of challenges which hamper improved performance , it further implies that effectively handling the challenges is a clear route to success.

Table viii: Showing responses to whether Roofing's Uganda Limited has encountered challenges in inventory management.

Weight	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	f	%	f	%	F	%	F	%	F	%
Constraints												
Lack of effective measurement of quality	20	50	15	37.5	3	7.5	0	0	2	5	40	100

improvement												
Lack of leadership for quality	32	80	5	12.5	2	5	0	0	1	2.5	40	100
Inadequate resources for total quality management	33	82.5	2	5	1	2.5	1	2.5	3	7.5	40	100
Lack of customer focus	15	37.5	10	25	5	12.5	10	25	0	0	40	100
Limited skilled personnel to implement	5	12.5	10	25	15	37.5	2	5	8	20	40	100
High costs	12	30	10	25	8	20	0	00	10	25	40	100
Lack of management commitment	13	27.5	10	25	6	15	7	17.5	4	10	40	100

Source: Primary Data

From the table above shows the challenges encountered by Speke Resort hotel Munyonyo was Lack of effective measurement of quality, 50% of the respondents strongly agreed that ,

37.5% of the respondents agreed, 7.5% were not sure, none disagreed and 5% of the respondents strongly disagreed.

Lack of leadership for quality had 80% of the respondents who strongly agreed, 12.5% agreed, 5% were not sure, none disagreed and 2.5% strongly disagreed.

Inadequate resources for total quality management ' had 82.5% of the respondents who strongly agreed, 5% agreed, 2.5% who disagreed and 2.5% who strongly disagreed and 7.5% were not sure.

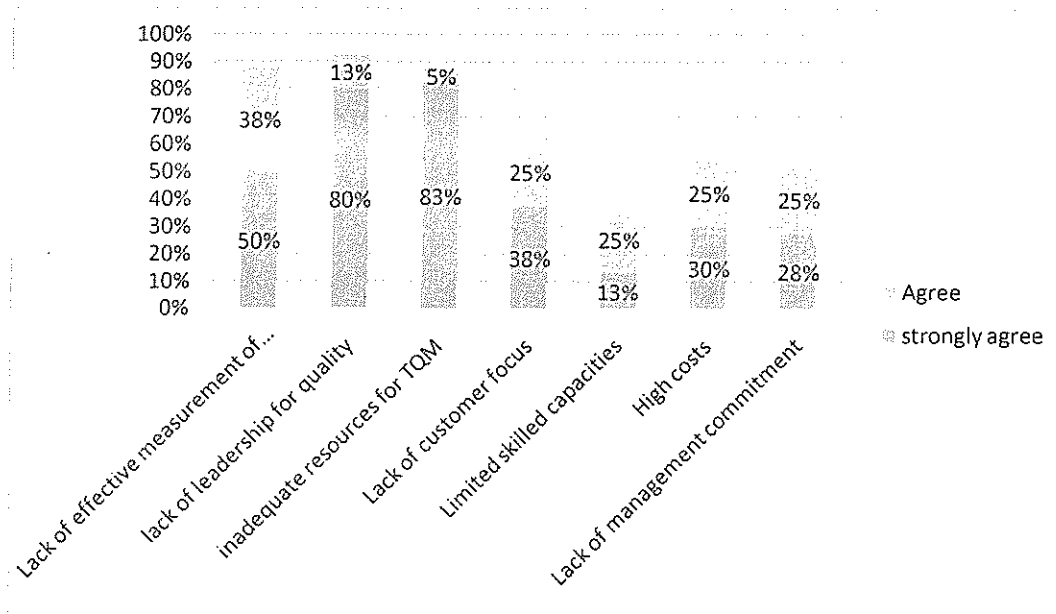
Lack of customer focus had 37.5% of the respondents who strongly agreed, 25% agreed, 12.5% were not sure and 25 % disagreed and none of the respondents strongly disagreed

Limited skilled personnel to implement quality management had 12.5% respondents who strongly agreed, 25% agreed, 37.5% were not sure 5% disagreed and 20% strongly disagreed.

High costs had 30% respondents who strongly agreed, 25% agreed 20% were not sure, none disagreed and other 25% strongly disagreed.

Lack of management commitment on quality had 27.5% respondents who strongly agreed, 25% agreed, 15% were not sure, 17.5% disagreed and 10% strongly disagreed.

The figure ii: showing the responses on constraints to quality management which affect performance of Speke Resort hotel Munyonyo (Respondents who agreed and strongly agreed) in percentage.



Source: Primary data

As seen in the graph above, the key constraints to total quality management which hinders performance with lack of leadership for quality with the highest percentage 93% of respondents who strongly agreed, followed by 88% who strongly responded to lack of effectiveness in the management of quality and inadequate resources for TQM, lack of focus on customers had 63%, high costs 55%, lack of management commitment had 53% and limited skilled capacities with 38%. The responses to the constraints indicate that quality management would improve performance if the constraints are adequately handled; it further implies that enhancing the skills of organization in all capacities is pivotal to for performance.

4.4 Strategies that can be adopted to improve the performance of Speke Resort hotel Munyonyo

The third objective of the researcher was to find out the strategies that can be adopted to improve performance of Speke Resort hotel Munyonyo. The following were the responses that were gathered from the employees:

Table ix: Showing response to the strategies that can be adopted by Speke Resort hotel Munyonyo to improve organization's performance.

Strategies	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	f	%	F	%	f	%	F	%	F	%	F	%
Employee training	37	74	3	6	4	8	1	2	5	10	50	100
Seeking Customer contribution in decision making	30	60	7	14	2	4	8	16	3	6	50	100
Proper communication	25	50	4	8	0	0	5	10	16	32	50	100
Proper quality planning requirements	29	58	10	20	6	12	0	0	5	10	50	100
Willingness to implement TQM	25	50	8	16	7	14	2	4	3	6	50	100
Establishing skilled human resource to implement	7	17.5	16	40	9	22.5	4	10	4	10	40	100
Coordinated needs assessment in the organization	8	20	18	45	4	10	6	15	4	10	40	100

Source: Primary Data

From the table above, 74% strongly agreed with Employee training with 6% agreeing as well, while 8% respondents were recorded for not being sure, 2% disagreed and 10% strongly in disagreed

60% of the respondents Agreed in respect with Seeking Customer contribution in decision making 14% agreed, 4% of the respondents were not sure, 16% disagreed and 6% strongly disagreed.

Proper communication had 50% respondents who strongly agreed, 8% agreed, non were not sure ,while 10%disagreed and 32% strongly disagreed.

Proper quality planning requirements had 58% who strongly agreed, 20% agreed, 12% were not sure, non disagreed and 10% strongly disagreed.

Willingness to implement TQM had 50% of the respondents who strongly agreed, 16% agreed , 14% were not sure ,8% disagreed and 12% strongly disagreed

Establishing skilled human resource to implement had 17.5% strongly agreed, 40% agreed, 22.5% were not sure, 10% disagreed and strongly disagreed respectively

Coordinated needs assessment in the organization had 20% respondents who strongly agreed, 45% agreed, 10% were not sure, 15% disagreed and 10% strongly disagreed with the strategy in improving performance.

The presentation and interpretation above indicate that adopting the strategies mentioned above in their agreeable terms will enhance performance of Speke Resort hotel Munyonyo. Employee training with 80% Agreed in respect with Seeking Customer contribution in decision making 74%, Proper communication 58%, Proper quality planning requirements 78%, willingness to implement TQM 66% Performance based on the following strategies establishing skilled human resource to implement 57.5%Coordinated needs assessment in the organization with 65% agreement. Implementing the strategies mentioned above will enhance performance of organizations including Speke Resort hotel Munyonyo.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the study findings, conclusions of the study and proposed recommendations.

5.1 Conclusion

The level of quality management

The findings revealed that customers were very satisfied with the way their reservations were handled, ready guests rooms as were promised, TV, radio, A/C, lights, and other mechanical equipment were working properly, good explanations of the charges and reception of undivided attention at the front desk. This means that Speke Resort Munyonyo has excellent services in these areas. However employees were not very satisfied with the maintenance of the hotel's interior and exterior, how employees responded to solve their problems. Rooms services were also not at convenient hours and employees were not all that polite when answering the customers' questions.

The level of customer satisfaction

From the study findings, it was established that customers were satisfied with the quality of service at the hotel. The fantastic foods, the breath taking ambience and timely handling of complaints within the hotel were impressive to the customers. However customers were not impressed with the cleanliness of the rooms, the neatness of employees, the friendliness of the employees and the speed of service within the hotel.

The relationship between quality management and organizational performance

In developing TQM, companies need to understand how consumers define quality in both goods and services offered. If a company pays more attention to quality in its production processes, fewer problems are bound to occur when the product is in the customers' hands. Management should make a commitment to measure the performance of a product relative to its quality through customer surveys, which can help managers to identify design, manufacturing or any other process that has a bearing on the quality of a product or service, and therefore provide an opportunity for continuous improvement. Juran, Joseph M. (1995).

Building trust for inter-organizational cooperation also requires attention on the differences in the existing organizational conditions and practices of partners. In a specific partnership, managing the relationship does not only engage with developing mutual objectives but also with creating collective values. Formulating joint vision, arranging feasible contributions, defining detailed incentive schemes, and securing the means of the cooperation are examples of the necessary means for organizing effective interface management (Weisenfeld, et al.) 2001).

5.2 Recommendations

Quality Management

Quality management of hotels should make sure that both the interior and exterior of their hotels are well maintained. The use of good paint balancing in the guest rooms and regular cleaning could make the rooms more convenient to live in. The exterior part of the hotel could be decorated with attractive sculptures and keeping the grass well kempt could make customers to be impressed with the artistic nature of the décor at the hotel.

The hotel management should schedule time for room services and publish notices in every room so that the guests may know what time to expect the room service staff. In the case where the guest is not yet ready even at the time of room service, the guest should be treated with utmost politeness and respect.

Organizational Performance

Organisations of the hotel should make sure their employees are well dressed in neat uniforms for easy identification. This will help the customers to easily identify with them and seek guidance where it is required.

Organisations should also provide trainings to their employees on how to interact with customers in a friendly manner. This will help in handling customers who might be very rude and unapproachable hence promoting satisfaction.

Last but not least, both quality management and organisations should improve on the speed of their service delivery. This will help solve the problem of serving impatient customers in time.

5.3 Areas for future research

- i. Service quality and customer satisfaction should be done covering a bigger population probably the whole hotel industry for generalization of the findings.
- ii. It would also be ethical to use a good number of research assistants when covering a bigger population for quick data collection and ensure both data reliability and validity.

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APPENDICES
APPENDIX I : QUESTIONNAIRE

I Byamukama Happy a student of Kampala international University pursuing a Bachelors human resource management carrying out research on the Effect of total quality management on the performance of organizations a case study of Speke resort Munyonyo. This questionnaire is mainly for data collection and has been designed for academic reasons and as a partial fulfillment of an academic award.

The researcher will hold confidential any information given and under no circumstance will any ones name appear as an individual. I kindly therefore request that you fill in the questions as instructed respectively.

Tick the appropriate box according to you where applicable. Fill in the information in the space provided.

PART (A) Respondent's particulars.

1. Gender
Male ☐ Female ☐

2. Age of respondents
18-24 ☐
25-29 ☐
30-34 ☐
35-44 ☐
45-49 ☐
50 and above ☐

3. What is your level of qualification?
Certificate ☐ degree ☐
Diploma ☐ post graduate ☐

4. For how long have you served in that organization?

0-1 years ☐ 1-2 years ☐ 3-5 years ☐ 5 and above ☐

PART B: Role of TQM on organizational Performance

5. Whether total quality management plays a role on organizational performance?

Yes ☐

No ☐

Not sure ☐

The following are the roles of quality management in organizational performance

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

TQM and organization performance	1	2	3	4	5
Improves on organizational Commitment					
Motivation of customers and employees					
Improvement of employee performance					
Improved organizational reputation					
Increased customer base and sales					
Evident change in customer service delivery					
Increased production and customer satisfaction					

If there are other roles of TQM in performance of organizations not mentioned above, please specify

.....

Section C: Constraints to TQM which hinders organizational performance

1. Are there constraints to TQM which hinder organizational performance?

Yes ☐

No ☐

Not sure ☐

The following are the constraints to TQM that hinder organization's performance.

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

Constraints to TQM that hinder performance	1	2	3	4	5
High costs					
Limited skilled personnel to implement					
Lack of customer focus.					
Inadequate resources for total quality management					
Lack of leadership for quality					
Lack of effective measurement of quality improvement					
Lack of management commitment					

If there are any other constraints to TQM which hinders performance. Please mention them

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Part D: Strategies used by the NSSF in improving performance.

1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

The following are the Strategies used by the NSSF in improving performance.

TQM Strategies used by NSSF in improving performance	1	2	3	4	5
Employee training					
Proper communication					
Willingness to implement TQM					
Establishing skilled human resource to implement					
Seeking Customer contribution in decision making					
Proper quality planning requirements					
Coordinated needs assessment in the organization					

If there are any other strategies that can be adopted by Speke resort hotel Munyonyo in improving performance, please mention them

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Appendix: ii
Research Budget

ITEM	QTY	UNIT COST	AMOUNT
Stationery			50,000=
Transport			150,000=
Questionnaires and interview guide development			50,000=
printing and binding		100,000	100,000=
Motivation and refreshment			90,000=
Miscellaneous		20,000	20,000=
TOTAL			440,000 /=