

**TOTAL QUALITY MANAGEMENT AND THE PERFORMANCE HUMAN**

**RESOURCE: ACASE STUDY OF NILE BREWERIES**

**LIMITED, UGANDA**

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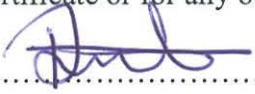
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**A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND  
MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS  
FOR THE AWARD OF A BACHELOR'S DEGREE IN  
HUMAN RESOURCE MANAGEMENT  
OF KAMPALA INTERNATIONAL  
UNIVERSITY**

**MARCH, 2013**

### DECLARATION

I, Lazaro S.Temba do here by declare that this dissertation is my original work and that has not been presented to any other university or institutions of higher learning for a ward of any Degree, Diploma and certificate or for any other academic award.


Signature ..... 

Date..... 7-3-2013

### APPROVAL

This is to certify that, this dissertation entitled “**TOTAL QUALITY MANAGEMENT AND THE PERFORMANCE OF HUMAN RESOURCE**”, has been prepared under my supervision and submitted to the school of Business and Management for Examination with my approval.

**NAME: MR.MBAGO RONALD.**

Signature.......... Date.....08/03/2013.....

### **DEDICATION**

I dedicate this report to my parents Mr and Mrs.Temba, brothers Vicent and Clemence,kasian and sisters Hysinta, Matha as well to my cousin modest and friends Fiona, Dan,Patrick and steve who have greatly contributed to my success and may God bless them

## **ACKNOWLEDGEMENTS**

Work of this nature can only be completed with external support and guidance. It's therefore under this note that I wish to extend my sincere gratitude and appreciation to the following

I wish to express my sincere appreciation to my supervisor Mr.Mbago Ronald who has guided me throughout my work.

Thanks to the lecturers of Kampala International University.

I feel highly indebted to the distinguished writers and commentators whose publications have been referred to and taken advantage of in preparing out this research report and to all those who have inspired and encouraged in bringing out this research report.

Above all, I lift up Almighty God for the gift of life, health and strength to endeavor all through childhood to this level.

## **LIST OF ACRONYMS**

NBL	Nile Breweries limited
HR	Human Resource
HRD	Human Resource Department
HRM	Human Resource Management
ISO	International Standards Organization
IT	Information Technology
PR	Public Relations
R&D	Research and Development
TQM	Total Quality Management

### **ABSTRACT**

The purpose of this study was to find out the impact of total quality management and the performance of human resource at Nile Breweries limited Jinja, Uganda. The first objective was to identify how total quality management is applied in human resource department at NBL. The second objective was to identify the roles of total quality management in human resource department at NBL. The third objective was to find out the problems of carrying out total quality management in human resource department at NBL.

The design of the study was a case study with Nile Breweries limited used as an illustrative example. The population was 80 people. And 60 people of all the population was utilized for the study as the sample size. The study found out that total quality management exists in Nile Breweries Limited Uganda. However the study also established that if at least one or more elements of total quality management are weak or inexistent the whole process is jeopardized. It was confirmed that a weak total quality management system provide opportunities for poor performance, waste and unsatisfactory needs of customers which negatively affect human resource thus the profitability or success of an organization. At the end of the study, it was recommended that there is need to be taken on total quality management in different functions of the human resource department like training, recruitment and selection. It was also recommended -that organizations to fully involve their employees in a never-ending quality improvement so as to yield the greatest achievements.

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## **CHAPTER ONE:**

### **INTRODUCTION**

#### **Background to the study**

Less of quality was being considered in manufacturing companies; whatever was provided to the market was being consumed without any hesitation. Uganda being a developing country, later on in the late 1950s, competition started coming in with companies having quality goods taking a bigger market share in the economy, for instance, Nile Breweries Limited Company. This then encouraged other manufacturing companies to adopt quality control systems in their organizations, so as to also come up with good quality goods and compete for the market.

The quality of an organization is to a large degree determined by the quality of people it employs. Success for most organizations depends on finding the employees with right skills to successfully perform their tasks required to attain the company's strategic goals. Staffing and human resources management decisions and methods are critical to ensuring that the organization hires and keeps the right personnel (Robbins & Duecento, 2001)

Total Quality Management (TQM) is the process of instilling quality throughout an organization and its business processes. The system aims at achieving success and customer satisfaction through embedding an awareness of quality all the way through a business, through planning and feedback ([www.nilebreweries.com](http://www.nilebreweries.com))

Bethke and Art (1994) argue that; "Implementing a Total Quality Management system has become the preferred approach for improving quality and productivity in organization. Total Quality Management which has been adopted by leading industrial companies is a participative system empowering all employees to take responsibility for improving approaches which share certain themes. These themes can be summarized basic principles

- Focus on customers' needs; where needs of customers, both internal and external are considered first

- Focus on problem prevention, not correction. Avoiding to correct problems after they have occurred but rather focus on preventing such problems from occurring
- Make continuous improvements, seek to meet customers' requirements on time, the first time, every time
- Train employees in ways to improve quality; and
- Apply the team approach to problem solving. Allow employees to work as a team in solving problems that may arise as this creates better ideas

To institute Total Quality Management as a philosophy within an organization, all employees must come to realize that satisfying customers is essential to the long run well being of the firm and their jobs. No longer is the customer driven focus exclusive to the marketing department. But customer satisfaction can only be achieved after first defining the customer groups, some internal and some external to the firm. The human resources department has internal customers to satisfy which indirectly provides ultimate satisfaction to external customers.

Once Total Quality Management is not properly handled, management faces problems like; quality related decisions may not be tried to HR performance for instance, customer satisfaction may be carried to the extent that its cost far exceeds any direct or indirect benefits of doing so, workers not having enough skills and knowledge to perform to their expectations, which leads to low productivity in the department and employees not being able to perform to their expectations.

Nile\_Breweries\_Limited is a beer brewing company that has been in operation in Uganda since 1951. Nile Breweries Limited is a subsidiary of SABMiller\_plc, the world's second largest brewing company. Nile Breweries Limited is located in Jinja, eastern Uganda, on the bank of the River Nile; 80 kilometers from the capital Kampala. It is the leading manufacturer of beer in Uganda, such as eagle, Nile Gold Crystal Malt Lager, Chairman's ESB, Castle Milk Stout, Redd's Premium Cold, Grolsch Premium Lager, Castle Lite.

Nile Breweries Limited provides itself in its ability to produce products that are user friendly and affordable to customers while maintaining the highest possible standards in Production and quality management together with assurance. Nile Breweries Limited has achieved many quality awards in the country and this is attributed to the company's never ending continuous

improvements in quality processes and efficiency and effectiveness of its employees. For instance the award of business action on health in 2009. ([www.nilebreweries.com](http://www.nilebreweries.com)).

### **Statement of the problem**

In practice, the success or failure of Total Quality Management depends on the way it is made to work by all employees at all levels from the front line through all levels of management. "Total Quality Management is said to minimize the cost of poor and uncertain quality because it is a way of getting everybody to improve what they do and to build on best practice. Every employee has a common focus based on the customer, so that people with different jobs, abilities and priorities are able to communicate in the pursuit of a common organization purpose". Wilkinson and Witcher (1991) as cited in Dale et al (2001).

Guest (1992) as cited in Dale, Cooper and Wilkinson (2001) argue that TQM is inextricably linked to HRM through the vehicle of training, because of the need for a quality and committed workforce; because the credibility of the initiative is partly governed by management's treatment of the work force; and finally because quality with its emphasis on involvement and flexibility implies a high trust organization.

The limitations of TQM in practice can be at least partially attributed to the neglect of Human Resource policies in the organization and failure to align Human Resource policies with TQM to ensure integration (Dawson 1994) as cited in Dale et al (2001). Failure to align HR policies with TQM leads to lack of a training and educational program for employees, therefore employees would not be aware of the required standards of performance, costs will defects within a system, and disposition of customer complaints, customer dissatisfaction and loss of revenue due to downgrading services

This research aimed at checking the effects of total quality management and the performance of human resource that are in place at Nile Breweries Limited Company and looking at effects brought about by these measures both positive and negative.

### **Purpose of the study**

The researcher intends to find out the role of Total Quality Management in the performance of the Human Resource Department

### **Study objectives**

1. To establish the applicability of Total Quality Management in the Human Resource Department at NBL.
2. To examine the role of Total Quality Management in the Human Resource Department at NBL.
3. To find out the problems faced in the implementation of Total Quality Management programs in the Human Resource Department at NBL.

### **Research questions**

1. How is Total Quality Management applied in Human Resource Department at NBL?
2. What are the roles of Total Quality Management in the Human Resource Department at NBL?
3. What the problems are of faced in implementation of Total Quality Management practices in the Human Resource Department at NBL?

### **Scope of the study**

Geographical Scope; The study will be carried out in Nile Breweries Limited headquators, located in Jinja district in eastern Uganda, on the bank of the River Nile; 80 kilometers from the capital Kampala.

Content Scope; This research will be about Total Quality Management and performance of HR department, roles of applying it, and the problems faced with Total Quality Management.

Time scope; The study is expected to take a period of four months starting from January to April 2013.

### **Significance of the study**

The proposed study will benefit policy maker and the government at large in learning how to initiate and implement total quality management programs in both private and public parastatal.

The study will help future academicians since I will serve as references in their academic endeavors.

The management of Nile Breweries Limited will benefit greatly because the findings of this study will help them to now some of the challenges which are filing the proper implementation of the Total quality management hence affecting the performance of the organization

The researcher himself will benefit from this study since it is a partial fulfillment of requirement for the award of a bachelor's degree in Human Resource Management.

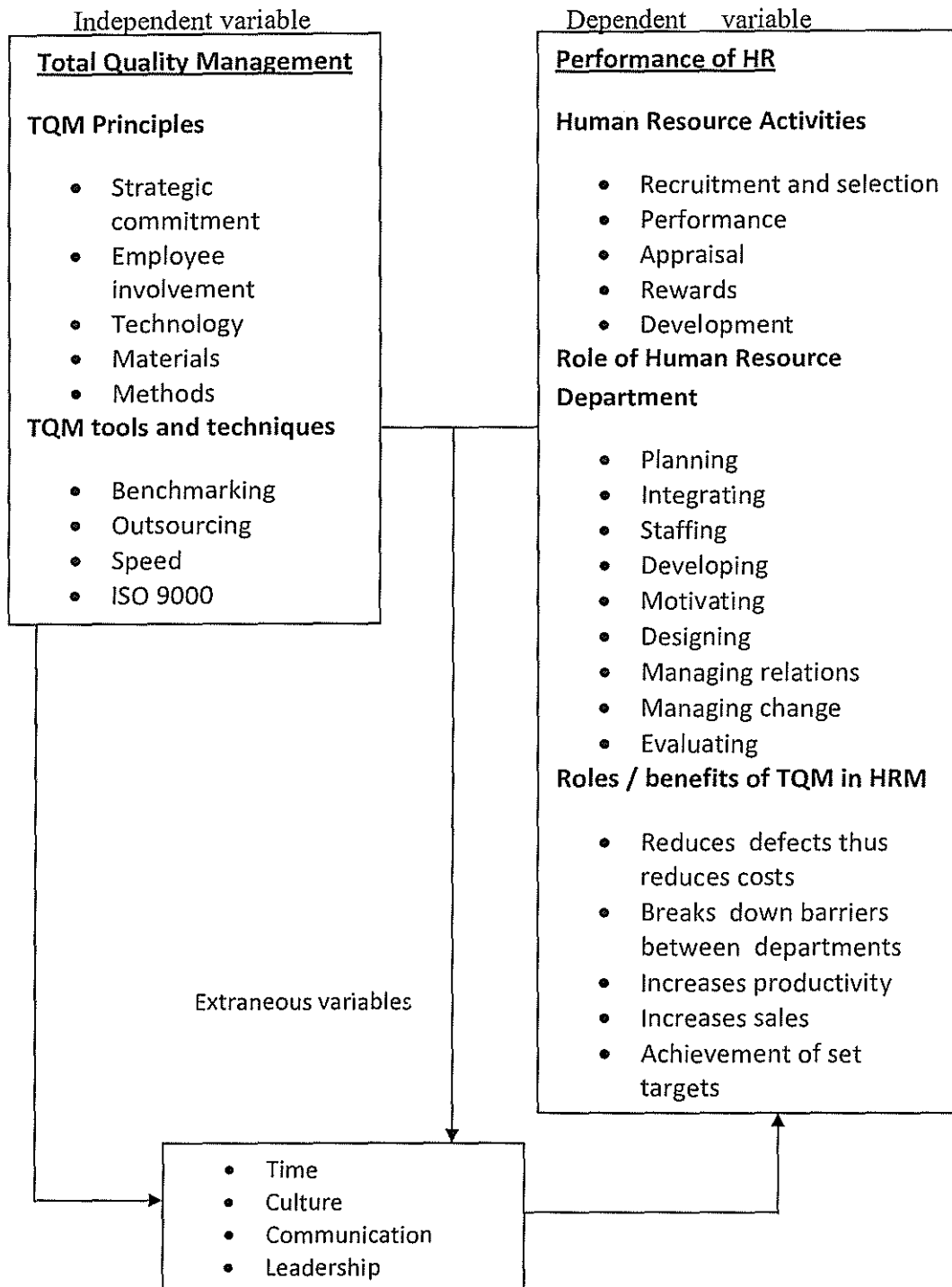
### **Conceptual framework**

Below, is the conceptual framework that demonstrates the wide range of different contexts in which total quality management is used on the performance human resource. Thus the performance of human resource depends on effectiveness of total quality management however; much there are other factors to consider like time, culture, communication and leadership.

Source: Campbell, Houston and Stone house (2000)

To achieve consistency in work processes, a company must be organized so that the required standards are known and understood by all employees. The organization requires management systems to plan, monitor, and control and evaluate all activities with the help of the Human Resource Department. For many organizations, this is achieved by setting out objectives through their quality policy and the use of a fully documented quality system. (Campbell. Stone house and Houston, 2000)

The above framework illustrates how total quality management can have a direct impact on the performance of human resource. However, this can be influenced by the time, culture, communication and leadership forces. communication in this regard may include, the nature of information and the channel of communication put up that is to say if there are effective communication channels then it is easy to have better performance of human resource. And when communication channels are inefficient then there are likely to be low levels of performance of human resource. The time management in this regard include how time is efficiently and effectively utilized, Once time is not efficiently and effectively utilized then it is very difficult to have better human resource



Source: Researcher's conceptualization

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Overview**

This chapter gives a detailed review that explains the aspects of Total Quality Management and performance of the Human Resource Department. It will encompass the various views given by different researchers and it involves secondary data obtained from books, journals and articles.

#### **Principles of Total Quality Management**

**Strategic commitment.** The starting point for Total Quality Management is a strategic commitment by top management. The organizational culture must change to recognize that quality is not just an ideal but is instead an objective goal that must be pursued (Griffin 2002). Quality improvement requires the strong commitment from top management as upper level managers ultimately are responsible for the organizational system within which products and services are designed and produced. Employee's ability to perform high quality work therefore is a direction function of the quality of the systems that managers create. (Bartol and Martin, 1998). If Total Quality Management is to pervade all levels of an organization successfully, management must develop an organizational culture in which all workers are committed to the philosophy. This requires a strong commitment from top level management, where the values to be shared by the organization originate (Lewis Goodman and Fandt, 2001)

**Employee involvement.** Almost all successful quality enhancement programs involve making the person responsible for doing job responsible for making sure it is done right (Griffin, 2002)

Kinicki and Williams, (2003) emphasize getting every employee involved in building team work and trust. This requires that workers must be trained and empowered to find and solve problems. The goals are to build team work, trust and mutual respect. "Build team work and empowerment". Empowerment occurs when employees are adequately trained, provided with all relevant information and the best possible tools, fully involved in key decisions and fairly rewarded for results(Kreitner, 2001). Employees therefore must be convinced that the delivery of quality is important if they are to be committed to it. Such commitment may be stimulated if their inner drive can be tapped by empowering them to have personal control over



the task they are expected to complete (Bagchi, 1997). Once a culture of common beliefs, principles, objectives and concerns has been established, employees will manage their own tasks and will take voluntary responsibility to improve processes they own

**Technology:** Griffin (2003) argues that new forms of technology are also useful in Total Quality Management programs. Investing in higher grade machines capable of doing jobs more precisely and reliably often improves quality. Pamela Goodman and Fandt (2001) notes that with more efficient and effective design tools, products and services that satisfy customer needs should result. And with more efficient and effective design tools, products and services that satisfy that customer needs should result. And with more efficient and defective production and delivery systems, there is a greater likelihood that the delivered goods or services will meet their design specifications and at the same time satisfy the wants and needs of the customers

**Material:** Another important part of Total Quality Management is improving the quality of the materials that organizations uses to avoid a damaged reputation as far as customers are concerned (Griffin 2002),

Gareth and Gorge (2003) stress working closely with suppliers

“A major cause of poor quality finished goods is poor quality component parts. To decrease product defects, managers must work closely with suppliers to improve the quality of the parts they supply”

Under Total Quality Management, suppliers are seen as partners with the firm. Poor quality in a product is often caused by poor quality in its inputs (Balkin and Gomez Mejia, 2002)

**Methods:** To Griffin (2002), improved methods can improve product and service quality. Methods are operating systems used by the organization during the actual transformation process. Successful implementation of Total Quality Management requires substantial cooperation between difficult functions of an organization R & D managers have to cooperate with manufacturing managers to design products that are easy to manufacture; marketing managers have to cooperate with manufacturing and R & D managers so that customer problems identified by marketing can be acted upon. Human resource managers have to cooperate with all of other functions of the company to devise suitable quality training

programs (Jones and Gorge, 2003) Bartol and Martin (1998) emphasize that employees will willingly make quality improvements as long as they are given the tools and training necessary to do so.

### **Total Quality Management tools and techniques**

**Benchmarking :** Bartol and Martin (1998) defines Benchmarking as a process of identifying the best practices and approaches by comparing productivity in specific areas within one's own company with the productivity of other organizations both within and outside the industry. According to Daft (2000), the key to successful benchmarking lies in analysis.

Starting with its own mission statement, a company should honestly analyze its current procedures and determine areas of improvement. Total Quality Management organizations are always alert to how competitors do things better and then try to improve on them (Kinicki & Williams, 2003)

**Outsourcing:** It is the process of subcontracting services and operations to other firms that can do them cheaper and / or better, Griffin (2002). By framing out activities in which they do not have a specialty, organizations can have costs on employee benefits and free existing personnel for other duties, Daft (2002). The main benefit of outsourcing is the freeing of management time to concentrate on core business operations. Other benefits include; reduced staff costs, reduction in staff management problems and increased flexibility, Campbell, Stonehouse and Houston (2001).

**Speed:** Daft (2002) notes that the simplification of work cycles, including the dropping of barriers between the work steps and among departments and the removal of worthless steps in the process is what enables a Total Quality Management program to succeed. Quality can therefore be improved by reducing process variability.

**ISO 9000:** Dessler. (2003), defines ISO 9000 as the written standards for quality management and assurance of international standards organization. According to Daft (2000), these standards established by the international standards organization set uniform guidelines defining what manufacturing and service organizations should do to ensure that their products conform to high quality requirements. Saunders (1998) notes that: "The aim of an ISO 9000 certificate is to

provide an assurance to customers (and suppliers) of the organization that its products are made or its services are delivered in a way that meets certain standard of quality”.

Statistical quality control: These are a set of specific statistical techniques that can be used to monitor quality: includes acceptance sampling which involves sampling finished goods to ensure that quality standards have been met and in process sampling involves evaluating products during production so that needed changes can be made, “Since the emphasis is on prevention of poor quality output during the actual process, this approach represents concurrent control”, Bartol and Martin (1998). The idea is that a proactive approach is taken to the prevention of defective material or services, rather than the reactive, correcting approach of seeking to identify defective work already done, (Bailey, Jessop and Jones 2003)

#### The HRM cycle

Cushway (1999) defines Human Resource Management as a range of strategies, processes and activities designed to support corporate objectives by integrating the needs of the organization and the individual that comprise it. The HRM cycle comprises of the following processes;

Recruitment and selection: Recruitment refers to activities undertaken to attract, develop, maintain an effective workforce within an organization. There will be a plan concerning when to recruit, the frequency to recruit, selection and guidelines to the selection process, (Komunda 2006).

Some companies use sophisticated recruitment and selection techniques including psychometric and aptitude tests and assessment centers to identify team workers or problem solvers appropriate to a quality culture (Dale Cope and Wilkinson 2001). The overall aim of recruitment process should be to obtain at the minimum costs, the number and quality of employees required to satisfy the organization’s objectives (Minicab, 2003). recruitment and selection of employees with the property knowledge, skills, abilities and attitudes compatible with a Total Quality Management philosophy can be a driving force supporting continued program effectiveness.

Performance: High performance depends on both ability and motivation. Many employees with extra ordinary talents do not perform satisfactorily because they will not exert the necessary effort. Therefore we desire to have capable employees who are also highly motivated (Robins

and Decenzo, 2002). Bernadin (2007) notes that performance management to measure and improve work performance. French (1997) puts it that performance appraisal and review is the ongoing evaluation of individual and group contributions to the organizations and the communication of those evaluations to the persons involved. Dale and Cooper, (1992) as cited in Derek et al (2002) argue that many organizations claim that Total Quality Management is their primary business strategy in influencing competitive performance.

**Appraisal:** Performance appraisal is seen as playing an important role as a tool to communicate to managers whether quality standards are being met although in practice it often ends up as an empty ritual (Snape et al, 1994) as cited in (Dale, Cooper and Wilkinson, 2001) given the importance of the 'customers' in the ideas of Total Quality Management, it may be appropriate to include customer evaluation of managerial performance in the overall appraisal. How the appraisal is communicated will affect the extent to which it becomes a learning experience. Appraisals may be highly subjective or they may be highly systematic and based on carefully developed criteria and specific behavior (French 1997).

**Rewards:** The compensation and reward process is the flow of events that determines what wages, salaries and incentives are paid and what supplemental benefits and non financial rewards are provided, (French, 1997). Bernadine (2007) stress that Direct and indirect compensation, merit pay profit sharing; health care, parental leave, programs, vacation level and pensions are among the critical areas within this domain. Bowen and Lawler (1992) as cited is Dale et al (2001) suggest that incentives need to focus on skills acquisition and on team and unit performance skills based pay, profit sharing and gain sharing linked to quality improvements and efficiency saving are seen as the appropriate forms of incentives to underpin continuous improvement. When employees get to know of a link between performance and rewards, productivity increases, and when there are no rewards, performance and rewards, productivity increases and when there are no rewards performance of employees tends to be low.

**Development:** According to Decenzo (2002), the development function can be viewed along three dimensions. The first is employee training, which emphasizes skill development and the changing of attitude among workers, second is management development which concerns itself primarily with knowledge acquisition and enhancement of executives' conceptual abilities. Third is career development which is the continual effort to match long term individual and organizational needs. To Bernadin (2007), activities include specialized training for sales or

management functions, career development and self directed learning. Employee capability can be developed through organizational training initiatives and educational development. This promotes performing tasks in line with what is required, thus achieving the departmental goals.

### Role of the Human Resource Management

**Planning:** Preparing forecasts of future needs in the light of an organization's environment, mission and objectives, strategies and internal strength and weaknesses including its structure, technology and leadership (Bratton and Gold, 2007) one important role it can play is in diagnosing organizational problems.

This diagnosis might occur through informal contacts, interviews with supervisors and employees, discussions with supervisions and managers during training sessions or questionnaires, French (1997)

**Integrating:** The more sophisticated HR functions aim to achieve strategic integration and coherence in the development and operation of HRM policies and unemployment practices (Armstrong 2006). Appropriately integrating or linking Human Resource Management with the strategic management process of the organization and coordinating clusters or bundles of HR practices to achieve the organization's desired goals (Bratton and Gold 2007). Beardwell and Claydon (2007) also stress integration of HR policies and practices with each other as well as with the business strategy in the planning perspective of Human Resource Management.

**Staffing:** Managing or advising on the selection process to ensure that the applicants selected have the skills, knowledge and experience necessary to be able to carry out the duties required to the appropriate standard and that the process is carried out equitably and is free from bias against minority groups (Cushway, 1999) (Bratton and Gold 2007) point out that key practices are Human Resource Planning job analysis, recruitment and selection. Maicibi, (2003) notes that hiring the wrong person can be very expensive to the organization in terms of expenses on cost of training, low productivity, redundancy and possible separation where necessary

**Developing:** Where both internal and external specialists can be recruited to provide information on job redesign methods (French 1997) designing and running training programs to ensure that employees have the necessary knowledge, skills and approach to carryout their responsibilities effectively. (Cushway 1999). Many workers resign if they feel demands are being made upon them which they cannot cope without relevant training. HR should therefore provide

development to its employees so that they can be able to fulfill their demands, other than being frustrated on the job.

**Motivating:** The design and administration of reward systems, HR practices include job evaluation, performance appraisal, pay and benefits. Bratton and Gold (2007) advising on and administering reward strategies that supports the organization's objectives and business plan and which provide a level of remuneration sufficient to attract employees of the right caliber (Cushway 1999). Maicibi (2003), argues that all employees work in an organization in anticipation of a of a balanced relationship between performance and rewards do not meet expectations of the employees, then negative dissonance results and vice versa

**Designing:** An extremely important role for the human resources departments is to assist in the planning and implementation of job redesign programs to ensure that sound human resources policies and practices are developed (French 1997). The design and maintenance of work systems that are safe and promote employee health and workplace wellness in order to attract and retain a competent workforce and comply with statutory standards and regulations (Bratton & Gold, 2007)

**Managing relationship:** Create a climate in which productive and harmonious relationships can be maintained through partnership between management and employees and their trade unions (Armstrong 2006). Treating employees as a primary responsibility of management, as opposed to the jointly negotiated responsibility of both unions and management, suggests an approach that is concerned to stress the primacy of the management agenda in the employment relationships and marks a collective workforce. (Beardwell & Clayton, 2007). Aspirations of any Human Resource manager should gear towards operating a harmonious department through sound ability to control, minimize and manage disagreements among workers or between workers and relationships are handled well, employee productivity increases.

**Managing change:** Which involves helping others to envision the future, communicating this vision, diagnosing and changing mindsets and mental models, setting clear expectations for performance and developing the capability to re-organize people and reallocate other resources (Bratton and Gold 2007) Mohrman and Hawler (1998) as cited in Armstrong (2006) believe that, "The human resources function can help the organization develop the capability to weather the changes that will continue to be part of the organizational landscape. It can help with the

ongoing learning process required to assess the impact of change and enable the organization to make corrections and enhancements to the changes. It can help the organization develop a new psychological contract and way to give employees a stake in the change that are occurring and in the performance of the organization”.

Evaluating: Designing the procedures and processes that measure, evaluate and communicate the value added of HR practices and the entire Human Resource system to the organization. Bratton and Gold (2007). According to Bethke and Alan (1994), the HR department had the ability to help design the evaluation system so that quality improvement teams conduct performance appraisals of one another, interview, schedule the team’s work and set performance goals.

The benefit / roles of Total Quality Management in an organization.

Saunders (1998) observes that, by giving customer satisfaction centre stage, TQM enhances quality as a business strategy to hold and increase market share. It actuates sharper focus on customer requirements, companywide participation in meeting those requirements and continuous improvement of the process that deliver the company’s products. In this technological age, quality is an international as well as a corporate concern for both the company and a country to compete effectively in the global economy, Griffin (2002).

In the researchers’ opinion, TQM reduces defects because it promotes quality and quality awareness and participation of all members of the organization. It means quality at the source that is, acquiring quality personnel, developing and training them and availing processes to them to do quality work

TQM results are reduced waste rework and repair costs. This happens through the ceaseless effort to remove eliminate activities, tasks and processes that are value adding as far as the customer is concerned Saunders (1998).

Breaks down barriers between departments as departments work together in anticipating problems in production and with the customer. Problems are foreseen and tackled between cross functional teams Saunders (1998)

Participation of different teams contributes or productivity as it enables employees to pool their knowledge and solve interesting problems (Daft, 2000)

To Cushway (1999), TQM brings about an acceleration of continuous improvement through team work across all levels of the organization. Thus set targets are easily achieved

TQM serves to enrich jobs and motivate employees, (Daft 2000). Through a more participative, less autocratic management style, TQM leads to better result in productivity (Cushway, 1999)

### **Limitations to TQM and performance in the HRD**

The possibility of a lack of top management commitment, in which case the TQM initiative cannot succeed in the department.

The lack of an organizational culture towards a continuous improvement of quality in the organization (TQM philosophy).

Organizational politics which result in departmental resistance to new initiations.

The TQM initiative might lose momentum because of the long time it takes to get started especially in large bureaucratic organization.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **Research design**

The study followed a case study design. A case study was a detailed examination of one setting or a single subject, a single depository of documents or one particular event. (Strass et.al, 1990) as cited in Amin. (2005). Case studies make an intensive investigation on complex factors that contribute to the individuality of a social unit. Quantitative methods was used to capture data on out comes, while qualitative methods was used to grasp data on processes and reasons for the particular outcomes.

#### **Population study**

The researcher targeted a population of about 80 people included employees in the Human Resource Department (the key informants), employees from other departments; Finance, Production, Marketing, Sales, Quality Control Procurement, IT, PR, Stores, Engineering and the Company General Manager.

#### **Sampling procedures**

The researcher adopted two sampling techniques which included simple random sampling and purposive sampling, so as to acquire good and quality representative of few people from the entire population who provided reliable information.

##### **Purposive sampling**

Purposive sampling (Research used judgment regarding participants from whom information was collected) was used in identifying participants or respondents from each department. Purposive sampling helped the researcher to select the sample based on her experience of knowledge of the group that was sampled. This was because it provided the researcher with more reliable nformation.

##### **Sample size**

Out of a population of 80 staffs, the sample size of 60 respondents was used.

### **Research Instruments**

The researcher used questionnaire methods to collect primary data where by the questionnaires were distributed to various respondents within the targeted population so as to get reliable and various views of the respondents. The five researcher also used interview method to collect data where by structured interview was used that is face to face questions were asked to respondents. This was because the researcher wanted to get more details through the use of probe questions.

### **Research Procedure**

The researcher obtained an introductory letter from kampala international university, college of economics and management science to Nile breweries and permission was got from the top officials of Nile breweries company allowing researcher to conduct this study. The respondents were given information on how to go about with questionnaire filling process and some questions were asked by the respondents were necessary for clarification especially during interview.

### **Data Processing and Analysis**

Data collected was sorted for meaningful analysis, according out the different departments and checked for completeness. Answers from the informants were grouped separately. Questionnaires were coded and entered in the computer using Ms excel. The researcher used tables and graphs to establish the role of Total Quality Management in the performance of the Human Resource Management. This package was used because of its ability to save time, and the ability to handle a diverse number of variables. Direct quotations from respondents will also be used.

### **Ethical consideration**

The research was carried out with higher degree of honest and the study exercised academic freedom to discuss any findings. The data collection were also fairly free from anxiety.

### **Limitations of the study.**

1. Accessing company manuals was difficult to the researcher, as the information in them was considered very vital to be given out. However, with the help of the HRM, the researcher got hold of a few items.
2. Low levels of literacy of the respondents. Some respondents were illiterate and unable to give the required information.
3. Lack of enough secondary data. The researcher lacked enough secondary data from the Company.

4. Some respondents refused to give detailed information due to fear that they may lose their jobs.
5. Language barrier, and hence face difficulty in communication hence failed to get the required information.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### Introduction

This chapter contains the presentation, analysis and discussion of the findings made by the researcher. The researcher followed the objectives of the study to help in making a thorough analysis. The researcher used tables, pie charts and bar graphs to present and analyze the findings.

#### Demographic characteristics of respondents

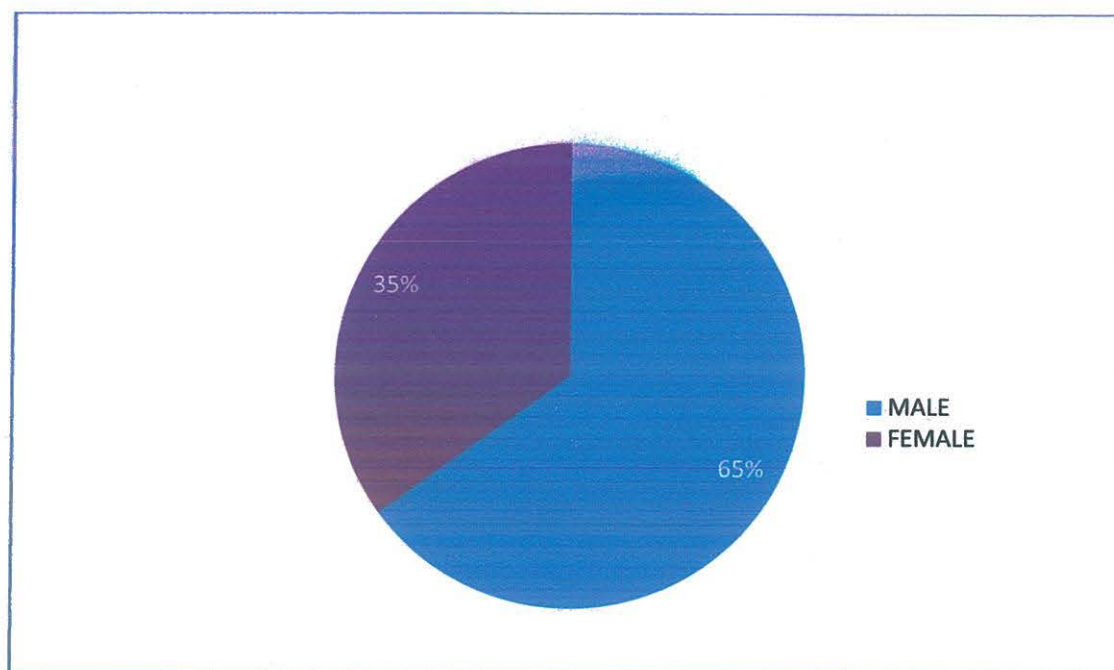
Background characteristics of the respondents were considered in this analysis because they directly affect the efforts of total quality management towards the performance of human resource. Such background information consisted gender, age and level of education.

**Table 4.1 showing gender**

Sex	Frequency	Percentage
Female	21	35%
Male	39	65%
Total	60	100%

Source: Primary Data

**Figure 4.1 Gender composition**



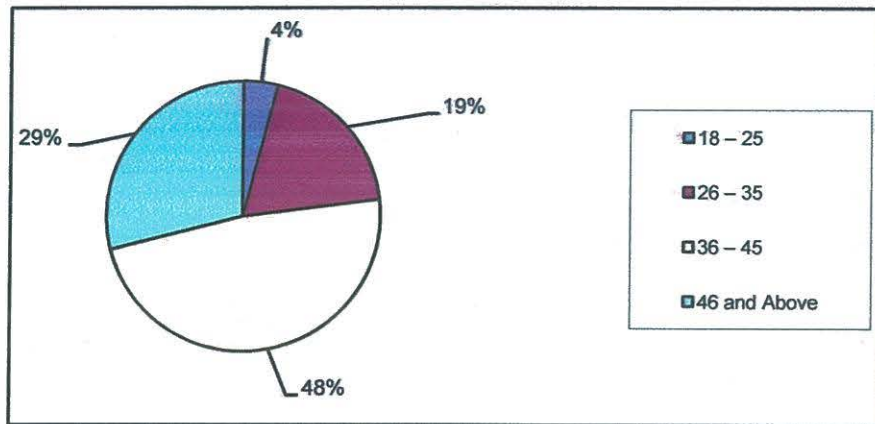
From the above table and figure, it is clearly seen that Nile Breweries Limited has most of its management team as male since it employs 35% as women and 65% as male. This is evident from the initial objectives of Nile Breweries Limited, since it solely looks forward in empowering the men and the highly targeted people in taking beers.

**Table 4.2 showing Age Group Composition**

Age Bracket	Frequency	Percentage
18 – 25	2.4	4%
26 – 35	11.4	19%
36 – 45	28.8	48%
46 and Above	17.4	29%
Total	60	100%

Source: Primary Data

**Figure 4.2: Age group Composition**



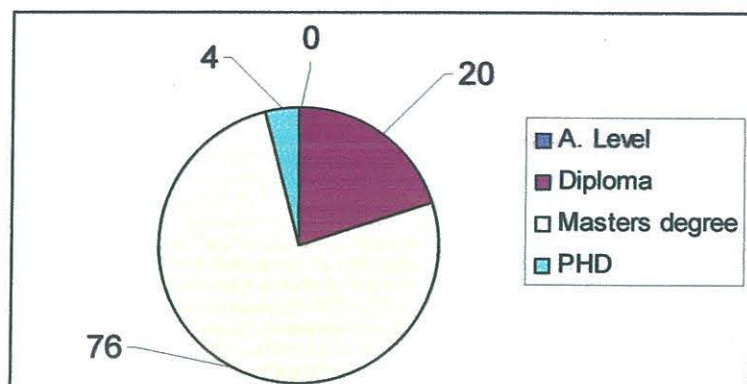
The findings indicate that majority of the employees of Nile Breweries Limited fall under the age bracket of 36-45 years. This goes hand in hand with John Hatch (2000), who suggests that total quality management services are for the elders who are already established and well informed people on how to make viable decisions on total quality management.

**Table 4.3 showing the level of education of Management Staff**

Education level	Frequency	Percentage
A. Level	0	0
Diploma	12	20%
Masters degree	45.6	76%
PHD	2.4	4%
TOTAL	60	100%

Source: Primary Data

**Figure 4.3 showing the level of education of Management Staff**

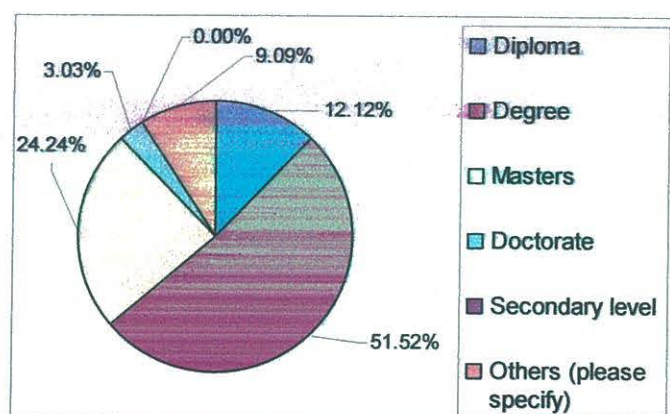


The findings indicate that the majority of the staff/ management had degrees in various fields represented by 76% and 20% with diplomas meaning that they had high degree of integrity when dealing with clients, managerial and analytical skills both soft and hard skills that enable them monitor the operations of Nile Breweries Limited.

**Table 4.4: Position or respondents**

Position of respondents	Frequency (f)	Percentage
Managers	20	33.33%
Coordinators	40	66.67%
Total	60	100.00%

Source: primary data



Source: primary data.

There is only one manager for each department. This therefore means that more of the respondents are departmental co-coordinators officials

#### 4.2 Methods of application of TQM in the HR department

i. self assessment

ii. ISO9000 guidelines

iii. Trainings

iv. Outsourcing

v. Statistical Quality Control

vii. Speed

i. All of them

**Table 4.5 methods of TQM application**

Methods of TQM application	Frequency (f)	Percentage (%)
i & ii	5.5	9.09
i,iii,v,vi	14.5	24.24
i,iii,iv,v	20	33.33
All of them	18.2	30.30
Others (please specify)	1.8	3.03
Total	60	100

Source: primary data

Training; this is a planned effort by an organization to facilitate employees learning of job related behaviors. On job training is usually carried on a monthly basis



ISO 9000; these are written standards for quality management and assurance of the international organization for standardization. NBL is certified with ISO 9000, therefore different departments have rules on how to undertake total quality management, human resource inclusive.

Quality manuals, these are provided by the organization to the department on the procedure of how to implement total quality management

In addition, there are core values of the company as regards total quality management, requiring all employees to fully participate in the total quality management practices in the entire organization. The NBL quality statements states that;

“The Nile Breweries limited company exists to benefit and refresh everyone it touches. For us quality is more than just something we taste or see or measure. It shows in our every action. We relentlessly strive to exceed the world’s ever changing expectations because keeping our quality promise in the market place is our highest business objective and our enduring obligation

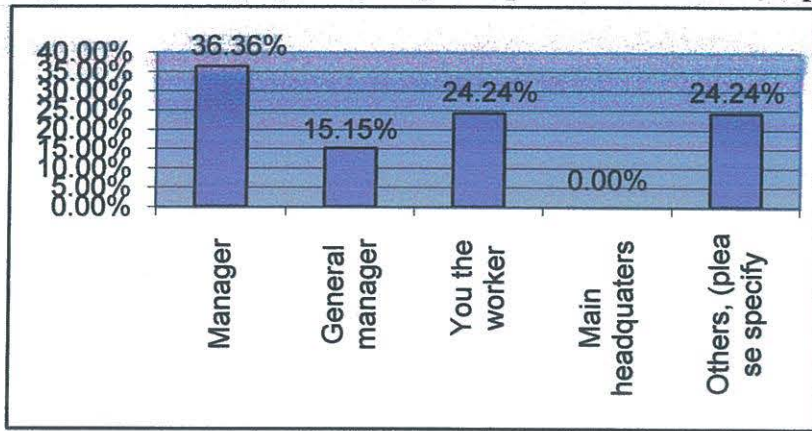
More than a billion times every day, consumers choose our brand of refreshment because NBL is...

- The symbol of quality
- Customer and consumer satisfaction
- A responsible citizen of the world

Benchmarking is the continuous process of measuring products, services and practices against major competitors. Benchmarking is done internally against the departments who display good work practices; those that are often rewarded with bonuses

Statistical process control. This is where graphs of performance of employees are plotted in the department. Any improvement or backsliding of employees are noted and measures are taken accordingly

**Figure 4.2: bar graph showing who puts such methods in place**



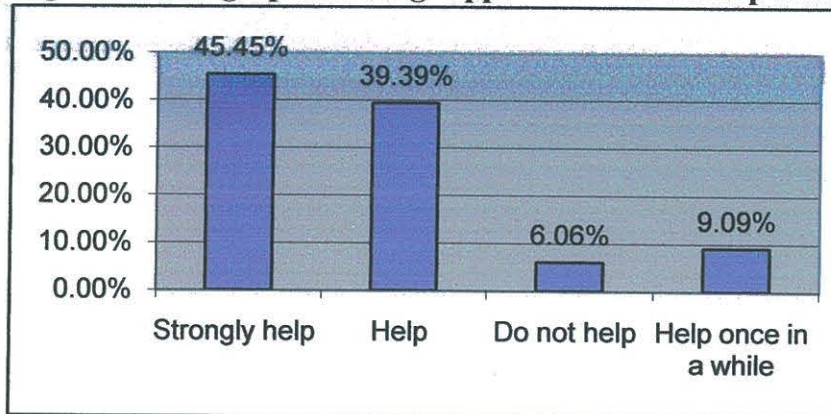
Sources: primary data

The total quality management methods are instituted by the manager of the human resource department, and the individuals themselves. As the HR manager says; “there is a culture of employee believing that they have two jobs doing the work and improving the world”

In addition, there is a system called the people plan where each members of the human resource department presents to their HR manager his / her ideas on how the assigned tasks will be performed in an efficient and effective way, and it is done weekly. It is also graded from 1-5, starting from poor–excellent, (poor, fair, average, good, and excellent). Individual employees are then rewarded basing on how they have performed basing on their scores

#### **Top management support to the HR department as regards TQM**

**Figure 4.3 bar graph showing support structure of top management**



The process of setting goals and allocating authority, responsibility and resources is continued through out every level in the organization. The intent is to have every employee's work support the organizational priorities and to have each person know what to do in measurable terms, to accomplish the goals. As the General Manager points out that;

"There a number of ways on how top management supports the HR departments and they include:"

- Providing the agreed resources, that is, people, money and machines.
- The company reinforces its employee improvement program by recognizing superior individual performance
- Annual raises are tied to the individual's level of performance
- Work terms share in bonus pools when solutions they recommend for quality issues are successfully implemented

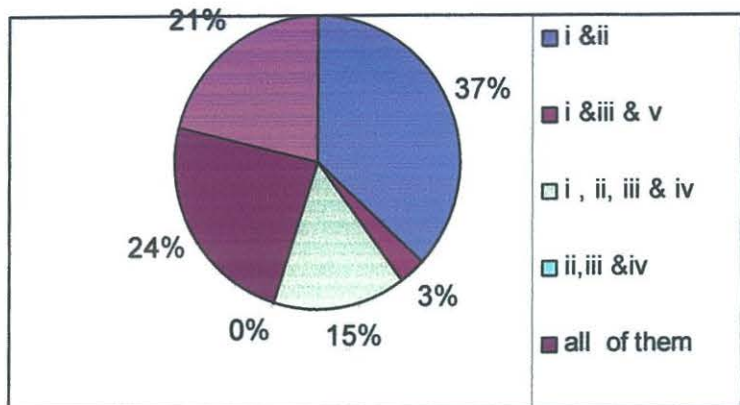
Top management's responsibilities in the TQM implantation process are;

- Initiating agreement on goals and measures that cascade throughout the organization
- Assigning authority and establish deadline to put resources into motion to the required department, so that tasks are done efficiently and effectively
- Providing agreed resources (people, money, training, machines) to the organization for the smooth running of operations
- Monitoring progress in achieving goals not to apportion blame to any employee, but to aim for improvement where a problem is sited

Measuring improvement and reward both the achievement of goals and the ways they are achieved

## Assessment of the HR staff in ensuring TQM

Figure 4.4 pie chart showing how HR staff is assessed to ensure TQM



Source: Primary Data

Assessment of the HR staff is done using quality manual, displayed in the department where employees can always check their work to determine if they are in line with what supposed to be done.

In addition is the use of the ISO 9000. Guide lines that the department and the organization in general use to enforce total quality management.

Second party assessment: this is where a team from within the organization evaluates and verifies that certain systems and procedures set for the department are being followed. They are also known as internal quality audits. Second party assessments are carried out on a monthly basis. Results from the audits are then displayed in the department in graphical format with different colours, (displaying varying performance levels- that, good average, bad, insufficient, poor) showing performance of the department as regards the procedures to be used.

Self assessment; where individual employees assess themselves regarding their performance.

The employees meet as a team on weekly basis, and discuss the individual work performance, challenges faced in implementing tasks, and ideas are sought on how to help different individuals perform better, and the team as a whole.

External third party assessment: where a consultancy firm, outside of the organization (third party organization) is hired to assess and evaluate the services of the department. It is usually done on an annual basis and PricewaterhouseCoopers (PWC) usually carries out such services.

The speed at which the human resource department respond to requisitions from other departments is on a fast pace. Hence the activities are performed in time.

**Table 4.3: Quality delivered by the HRD to other departments**

Quality Delivered by the HRD to other Departments	Frequency (f)	Percentage (%)
Average	27.3	45.45
Good quality	18.2	30.30
Excellent quality	1.8	3.03
Poor quality	12.7	21.21
Total.	60	100

Source: Primary Data

Quality of the services delivered by the human resource department as viewed by the different departments is also good. This indicates that the HRD provides standard services to its customers.

### **Roles of Total Quality Management in HRD**

TQM results in reduced waste re-work and reduced costs. This happens through the ceaseless effort to remove or eliminate activities, tasks and processes that are non value adding as far as the customer is concerned.

TQM can evaluate the manufacturing process and suggest if any changes or modifications are necessary either to maintain or improve it.

TQM helps the department come up with good quality services that can favorably compete with other departments in the company.

TQM helps employees and managers operating under it strive to keep focus in all activities on the satisfaction of internal and external customers.

### **Benefits of TQM to the HRD**

As one HR co-coordinator notes;

“TQM introduces quality consciousness in the minds of employees as well as management. That is, morale boosting concepts, and gives a feeling of good will and service”.

Good quality services arise out of using total quality management, the finished products is more uniform in quality, more reliable in service and its performance is predictable.

It results in lower costs of production due to reduction in the quantities of re-work and rejected parts, as there are little or no errors made.

It improves the relations concepts between HRD and internal customers, and builds up a positive image and ambiance, as different departments have to coordinate to each other, thus improving on their relationships.

TQM increases the probability of a business surviving in the face of stiff competition.

TQM is an acceleration of continuous improvement through teamwork across all levels of the organization.

### **Contribution of TQM to performance of the HRD.**

For the HR department, applying TQM issues translates into identifying the expectations of senior management-their principal internal customer-regarding TQM, and spear heading the TQM program's implementation on the basis of these expectations.

TQM in practice for HRM may also mean periodic surveys, both formal and face-to-face; to monitor service management's levels of satisfaction as the TQM process unfolds. TQM has contributed to performance of the HRD in the following ways:-

Helps the department of focus on customer needs, which then leads to quality services being offered, the department also focuses on problem prevention rather than correction, thus leading to a high productivity of employees.

Helps to make continuous improvements; that are, seeking to meet customers' requirements on time, the first time, every time.

"Gives employees pride in their jobs as it is an intrinsic motivational factor which results in higher productivity of employees. 'As noted by the HR officer. Therefore it is a source of motivation to employees in the department.

**Problems of implementing TQM in the HR department.**

Some employees not having a right first time perspective. Where by some of them do not bother to follow the right procedures when performing tasks, therefore they end up making errors. "The tendency for some individuals to be unconcerned about errors they make, so long as the problem does not affect them", according to the HR manager.

There is loss of authority of middle managers to the employees. As authority is delegated to teams and individuals, middle manager remain with less authority which is not warmly welcome by some managers.

## **CHAPTER FIVE:**

### **DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.**

#### **Overview.**

This chapter looks at discussions from the field findings, in relation to the research objectives, conclusions from the study, and recommendations.

#### **Discussions.**

In cultivating the TQM philosophy, strategy implementation must involve a focused effort on the part of every employee within the organization. TQM requires that management, and eventually every member of the organization, commit to the need for continual improvement in the way work is accomplished. The challenge is to develop a robust culture where the idea of quality improvement is not only widely understood across departments, but becomes a fundamental, deep-seated value within each function area as well.

TQM calls for a change in the corporate culture where the new work climate has the following characteristics:

- An open, problem-solving atmosphere;
- Trust among all employees (staff, line, workers, managers)
- A sense of ownership and responsibility for goal achievement and problems solving; and
- Self motivation and self-control by the employees.

Human resource management has the tasks of serving its customers, and making a significant contribution to running the business: this emphasis on customer oriented service means that the HR department sees other departments as their customer groups for whom making continuing improvements in service becomes a way of life. HRD demonstrates commitment to TQM principles by soliciting feedback from its internal customer groups on current HR services.

Quality management improvement programs typically involve directed efforts of quality improvement teams, training, self assessment, benchmarking, use of ISO 9000 guidelines, quality manuals and empowering employees to solve quality related issues using tools like statistical process control.



The methods of application of TQM are on job training which is carried out on a monthly basis, use of ISO 9000, quality manuals provided by the top executive team, and statistical process controls of the team/employees in HR. This is to ensure that employees give more value to their work. The methods of application of TQM are done simultaneously, because more than one method is used. For instance all the above mentioned methods are used in the HR department.

For the HRD to perform its duties with TQM, top management has to be involved to provide agreed resources (people, money, training, machines) assign authority, and establish deadlines to put resources into motion, initiate agreements on goals and measures, and monitoring progress in achieving goals. In trying to estimate management support, a graph is used to clearly indicate how the executive supports the HRD in a continuous improvement, a bid to the TQM philosophy. It can be seen that top management is fully involved with the activities with the activities of the department, as shown with an 84% in the response rate.

With the continuous improvement process in NBL, the HR department carries out assessments, on individual employees and the team as a whole. Assessments are in form of self assessment (individual employee assessments), second party assessment (internal audits), using quality manuals and ISO 9000, together with external third party assessment by consultancy firms. This means that self assessment is mostly used, together with training, among others. Therefore there is need for assessments in HR departments to see how members are performing their tasks.

### **Interpretation of research findings**

The purpose of the study was to find out the role of TQM and the performance of the HRD, with the research objectives being:

1. What are the methods of application of TQM in the HRD at NBL?
2. What are the roles/benefits of carrying out TQM in the HRD at NBL?
3. What are the problems of carrying out TQM in the HRD at NBL?

The TQM philosophy should be embraced by the top management executives/leaders in the organization if it is to be successful. It is top management that will provide the resources, delegation of authority, to the HR department, and also empowerment of employees, so as to get them to perform the desired tasks. Employee empowerment could be in form of bonuses to the best performing individual/team, encouraging ideas from employees and implementing those that

are beneficial to the organization, among others. It is observed that top management is very active, and carries out its responsibilities to the HR department as regards the TQM philosophy.

TQM is a never-ending improvement. Therefore there is need for continuous improvements in the departments. In HRD, continuous improvement is part of employees, and is in form of assessments. There are individual assessments, internal quality audits (second party assessments), quality manuals for the department, ISO 9000, and third party (external assessments) assessments. Quality manuals are given to employees of the department once they have joined, to let them know how to perform tasks appropriately. Individual assessments are an everyday activity, second party assessments are carried out on a monthly basis, the department then finalizes with external assessments that is on an annual basis.

The roles/benefits of TQM include, good quality services, customer satisfaction, reduction of costs and waste, increasing productivity, improving the relations concept between HRD and its internal customers, development of learning culture-evidenced through a significant number of employees undertaking further education. The contribution of TQM to HRD performance being; helping to make continuous improvements, training employees in ways to improve quality, helping employees to focus on problem prevention, not correction, helping to achieve set targets with the required quality, and ensuring that there is a right culture for employees in departments, and those individual abilities are used and nurtured for the department.

The problems faced during implementation of TQM in the HR department are mostly employee related, for instance the tendency for some individuals to be unconcerned about errors they make, not fully understanding what TQM is about, and others not having a right first time perspective.

The foundation of the entire TQM process is an employee's awareness that quality is vitally necessary and a top organizational priority. Building this foundation begins with extensive "quality awareness" training for all organization members; there is need to train department managers, and quality teams on the tools to achieve quality that is, in the methods of application of quality, together with promoting employee empowerment, involvement and commitment by establishing employee suggestion systems and quality improvement teams.

The study findings are therefore in line with the findings of other researchers in the literature that was reviewed.

## **Conclusions**

In its commitment to the TQM principles, HRM solicits feedback from its internal customer groups on current HR services, and customer suggestions in setting objective performance standard measures.

The TQM approaches used by the HRD in its activities are; focusing on customer needs, focusing on problem prevention, making continuous improvements, training employees in ways to improve quality among others. Clarifying what products and services will provide maximum customer satisfaction, measuring satisfaction, and continually monitoring and improving the level of customer satisfaction, and continually monitoring and improving the level of customer satisfaction are all fundamental to the TQM philosophy. The total quality human resources management approach focuses on providing employee empowerment through alignment, authority, capability and commitment.

It is essential that top management set organizational priorities and goals. The process of setting goals and allocating authority, responsibility, and resources must be continued throughout every level in the organization. The intent is to have every employee's work support the organizational priorities and to have each person know what to do in measurable terms, to accomplish the goals. In addition, progress must be monitored regularly, according to agreed upon check points and employees must be rewarded for attaining specified goals.

In attempting to instill the TQM philosophy in the department, HRM emphasizes consistent quality in its own operations. The day-to-day delivery of basic HR services is just as important as developing strategic programs that may have higher visibility and greater long-term consequences.

## **Recommendations**

As regards total quality management and its application in the human resource department, insufficient literature is available.

The researcher therefore recommends that further reading be taken on TQM in different functions of the human resource department like training and development, recruiting and selection among others.

TQM is a company wide philosophy of continuous improvement, and has to be embraced in all departments of an organization. Therefore organizations are urged to fully involve their employees in a never-ending quality improvement so as to yield the greatest achievements.

To other organizations with no TQM processes in their systems, it is high time the executive team takes a leading role and institutes the TQM program, and also inspires employees on how to implement it in their daily activities.

Recommendation to HR department to TQM is that train employees of different departments in different schedules so as to remain with some workers in the different department. It could be off job, so that the number of days for training can be reduced.

The HR department should organize training for new employees once they are recruited in the company. Training sessions can also be before any new employee enters the company. To avoid inconveniences to other employees.

Co-ordinate properly as team members in the department, so as to come up with better ideas, and ways of improving services in the department.

Strong emphasis on assessments especially individual assessments to curb small errors made recklessly by employees in the department.

#### **Areas for further Research**

- Employee training and organization performance
- Employee motivation on organization performance
- Resource availability and total quality management

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## **SAMPLE OF RESEARCH INSTRUMENT USED**

### **QUESSINNAIRRE**

Dear Sir/Madam

I humbly ask you to participate in this research on total quality management and performance of the human resource department. The study is purely for academic purposes and it is a partial fulfillment of the requirements for the award of a Bachelors Degree in Human Resource Management at Kampala International University to the Researcher.

Instructions: Please help by answering the following questions as honestly as possible tick where appropriate.

#### **SECTION A:**

Personal information of the respondents

Please tick the most appropriate answer by putting the symbol.

##### **1. Age in years**

A.18 - 25 ☐

B.26 – 35 ☐

C.36 – 45 ☐

D. 46 and above ☐

##### **2. Sex**

A. Male ☐

B. female ☐

##### **3. Marital status**

A Single ☐

B married ☐



**4. Level of education**

A. advanced level

B. diploma

C. masters

D.PHD

**5. Position held in the organization**

A. Manager

B.Coordinator

**SECTION B:**

1. Does top management support hr department as regarding TQM?

Strongly help?  Do not help

Help  Help once in a whole

**2. How is the HR staff assessed to ensure TQM?**

ii. Self assessment

iii. ISO9000 guidelines

iv. Trainings

v. Outsourcing

vi. Statistical Quality Control

vii. Speed

viii. All of them

i & ii  i, ii, iii, & v

i, iii, & v  ii, iii, & iv

All of them

Others (please specify).....

**3. What is the quality of services delivered by the HRD to other department in ensuring TQM?**

Average	<input type="checkbox"/>
Good	<input type="checkbox"/>
Excellent	<input type="checkbox"/>
Poor	<input type="checkbox"/>

**4. Who puts TQM methods in place?**

A. Managers	<input type="checkbox"/>
B. General Manager	<input type="checkbox"/>
C. Supervisors	<input type="checkbox"/>
D. Main headquarter	<input type="checkbox"/>

Others (please specify).....

**SECTION C:**

**Benefits/Roles of TQM in the Human Resource Department**

1. What are the roles/benefits of TQM in the performance of the Human Resource Department?

.....

.....

2. How has TQM contributed to the performance of the Human Resource Departments?

.....

.....

3. What are the challenges faced in implementing TQM in the Human Resource Department?

.....  
.....

4. What are the solutions that you think can apply to the problems of implementing TQM in the department?

.....  
.....

Thank you very much for your time and co-operation

### **INTERVIEW GUIDE**

1. How has NBL emphasized Total Quality Management?
2. How can employees encouraged to pursue Total Quality Management?
3. What are the tools used in applying Total Quality Management in your NBL?
4. How has the behavior and actions of the executive team and all other leaders inspire, support and promote a culture of TQM in the organization?
5. How has NBL benefited from its Total Quality Management programs?
6. What factors might managers and employees win if they worked with a “things done wrong” perspective?
7. How can other organizations benefit from establishing Total Quality Management in their organizations?
8. What are the problems you face in the application of Total Quality Management in NBL?
9. How can such problems be solved?

Thank you for your participation.

## APPENDIX I

### TIME FRAME

ACTIVITY	TIME IN MONTHS	
	1&2	3&4
PROPOSAL WRITING	X	
DATA COLLECTION	X	
DATA ANALYSIS		X
SUBMISSION		X

## APPENDIX II

### ITEM: BUDGET FOR THE STUDY

ACTIVITY	AMOUNT IN UGANDAN SHILLINGS
TYPING AND PRINTING	31000
LITERATURE COLLECTION	21000
BINDING	48000
TOTAL	100000