

**TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE  
A CASE STUDY OF MUKWANO GROUP OF COMPANIES**

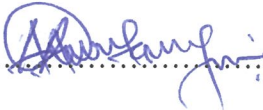
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**A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF HUMAN  
RESOURCE AND SUPPLY IN PARTIAL FULFILLMENT FOR THE AWARD  
OF A BACHELOR'S DEGREE IN SUPPLY CHAIN AND  
PROCUREMENT MANAGEMENT OF KAMPALA  
INTERNATIONAL UNIVERSITY**

**SEPTEMBER, 2018**

### DECLARATION

I, **Awuta Anthony** fully declare that this report is in its original status through the field work and data analysis I undertook. It has never been produced and presented anywhere for the academic awards in this university or elsewhere including other higher institutions of learning.

Signature .....  ..... Date 28<sup>th</sup> 09/2018

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### **APPROVAL**

This research report Titled “Total Quality Management and Organizational Performance. A case study of Mukwano Group of companies” has been submitted by Awuta Anthony for examination with my approval as the University Supervisor, and it’s now ready for presentation for the award of a Bachelor’s Degree in Supply Chain and Procurement of Kampala International University.

**Signed:** .....

**Date:** .....

**MR. MASAABA RICHARD**

**(SUPERVISOR)**

## **DEDICATION**

I dedicate this research report to my beloved father Mr. EMUSUGUT FASTINE and my mother Ms. **AMODING MARGRET** and not forgetting my treasured Auntie **Mrs. AMODING ANNE** for the support awarded to me and Mr. **MASAABA RICHARD** who has been my Supervisor for the advice rendered during my research report.

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## LIST OF ACRONYMS

EMEA	East, Middle East and Africa
TQM	Total Quality Management
ISO	International Standard Organization
EI	Employee Involvement
CF	Customer Focus



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## ABSTRACT

This study was about total quality management and organizational performance, a case study of Mukwano group of companies. The general objective of this study was to determine the effect of Total Quality Management practices on manufacturing industries with reference to Mukwano group of companies along with the following specific objectives: to determine the effect of top management commitment (TMC) on organizational performance, to examine the effect of customer focus (CF) on organizational performance, to assess the effect of employee involvement (EI) on organizational performance. To achieve this, the study adopted an explanatory research design consisting of both quantitative and qualitative research designs. A sample of 193 respondents which comprised of 18 heads of department and 175 employees was used and Questionnaires were used in the process of data collection after which data was analyzed and interpreted. The study has revealed that top management participates actively in total quality management with 30.05% strongly agreeing with the statement and 26.94% agreeing with the statement. The study also revealed that Customer focus is highly embraced in the organisation with 34.2% of the respondents strongly agreeing that satisfying customers and meeting their expectations is the most important thing they do and 21.76% agreed with the statement. The study revealed that a positive relationship exist between top management commitment and organizational performance. This means that the null is rejected and conclude that there is a significant relationship between top management commitment and organizational performance. Also, the study revealed that a positive relationship exist customer focus and organizational performance. This means that the null is rejected and conclude that there is a significant relationship between customer focus and organizational performance and also, the study revealed that a positive relationship exist between employee involvement and organizational performance. This means that the null is rejected and conclude that there is a significant relationship between employee involvement and organizational performance in Mukwano group of companies. The study recommends that the company should increase on the variety of commodities produced. The company should also embrace other total quality management practices such as performance appraisals to the employees and this can help to improve on the work performance of the employees and this can benefit the organisation. The study also recommends that much emphasis on employee training should be done so as to improve on the quality of the products.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Improving the organizational performance of Mukwano industries is critical and proposes the application of Total Quality Management as a quality model. Total Quality Management addresses two important aspects of quality in Mukwano industries: leadership and governance systems and student satisfaction. Visionary and creative leadership is critical to the transformation of production. Restructuring of the leadership, governance and management Systems of each institution should be a priority (Kinyanjui, 2007).

Globally, Manufacturing industries are frequently described as turbulent and dynamic. Both global and national forces are driving change within and across individual countries and their industries. These changes have served to put the issue of Total Quality Management firmly on the agendas of national governments, institutions, organizations with their departments and individual program of study (Becket & Brookes, 2006). Despite the progress that has been made through research and debate, there is still no universal consensus on how best to manage quality within manufacturing industries. One of the key reasons for this is the recognition that quality is a complex and multi-faceted construct particularly in manufacturing environments (Harvey & Knight, 1996; Cheng & Tam, 1997). As a result, the measurement and management of quality has created a number of challenges. This, in turn, has led to the adoption of a variety of quality management practices within different countries and their firms, many of which draw upon existing industry models.

The principal motivation for pursuing ISO certification among firms in the UK was the ability of the certificate to open customers' doors that were previously closed, or would close, if ISO certification were not achieved (Dick, 2000). ISO certification is a necessary entry ticket for an organization for selling its products abroad in new markets (Gunnlaugsdottir, 2002). A similar study in the East, Middle East and Africa (EMEA) region that includes Kenya states that in the East, Middle East and Africa (EMEA) arena (Czech Republic, Denmark, Estonia, Finland, Greece, Kenya, Iceland, Netherlands, Norway, Poland, Spain, South Africa, Sweden, Turkey, United Kingdom) there are considerable changes regarding sources and levels of funding across the whole region, this may be in relation to an increased number of private firms or reliance on

private sector funding for example (Giannakou ,2006). There is a commonality in terms of government drives to increase access to industries and a significantly diversified market as a result of this. In conjunction with the Asia Pacific region there are increased concerns regarding the quality of provision in institutions. In emphasizing the suitability of Total Quality Management as a quality model in manufacturing industries, Mutula (2002) states that TQM has the potential to encompass the perspectives of different stakeholders in an integrated manner and thus is a comprehensive approach to quality management that can facilitate change and innovation.

Total Quality Management (TQM) is a management philosophy and company practice that aims to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization (Chin, 2004). Other models that have been tested within manufacturing industries include the Balanced Score Card, Malcolm Balbridge Award, ISO 9001:2008 series, Business Process Re-engineering, SERVQUAL and EFQM excellence model (Mutula 2002). Kinyanjui (2007) states that administrative and management structures of the industries should be analyzed and streamlined to create efficient, effective, responsive and lean structures to avoid wastage of resources, duplicated responsibilities and overlapping mandates where members of different levels are members at next level and to institute checks and balances. Partnership and participation should be the hallmarks of good governance. Power to make decisions should be devolved to operational units (faculties, institutes and departments). These operational units should be strengthened to enable them to discharge their functions effectively. The recruitment of deans, directors of institutes, heads of departments, administrators and managers for the operational units should be done competitively at all levels and remuneration be pegged to competence and performance.

The ISO certification has fundamentally been a private sector affair, but it is becoming a public sector affair too. It is believed that ISO is a mark of quality and a step towards international standards (Mutula, 2002). However, Singels, Ruel& van de Water (2001) in a survey of 950 organizations of North Holland noted a common misconception among the organizations that ISO would mandate higher levels of product quality. They were of the view that ISO certification gives no guarantee that the quality of products or services of an organization is better than the quality of other organizations.

## **1.2 Statement of the Problem**

Manufacturing industries plays an important role in the production and distribution of national income. The revenue and skills gained by the sector contribute to faster growth in national income; an expansion of the system contributes to more equal sharing of the national income. The quality of performance of firms can be improved by implementing quality management models such as Total Quality Management (Varghese, 2013). Total Quality Management (TQM) implies an organization's obsession with meeting or exceeding customer expectations. It is an approach for continuously improving the quality of goods and services delivered through the participation of individuals at all levels in functions of an organization (Pfau, 1989). Many Manufacturing industries are embracing TQM practices and have gone further to attain ISO 9001:2008 certification.

Many global, regional and local studies have underscored the role of TQM practices in enhancing customer satisfaction in an organization (Crosby, 2000; Oakland, 2003; Denning, 2006; and Feigenbaum, 2006). These studies have, however, concentrated on the impact of TQM practices on performance of profit making organizations. Past studies have also focused on manufacturing industries but little has been done (Obara et al., 2010). This confirms that there is very limited literature on effect of TQ practices on manufacturing industries. The study therefore, seeks to determine the effect of TQM practices on organizational performance in Uganda using Mukwano industries within Kampala as case study.

## **1.3 Objective of the Study**

The general objective of this study was to determine the effect of Total Quality Management practices on manufacturing industries.

### **1.3.1 Specific Objectives of the Study**

The study was guided by the following specific objectives:

- i) To determine the effect of top management commitment (TMC) on organizational performance.
- ii) To examine the effect of customer focus (CF) on organizational performance.
- iii) To assess the effect of employee involvement (EI) on organizational performance.

#### **1.4 Research questions**

- i. What is the effect of total quality management on the performance of an organization?
- ii. What is the effect of top management commitment (TMC) on organizational performance?
- iii. What is the effect of customer focus (FC) on organizational performance?
- iv. What is the effect of employee involvement (EI) on organizational performance?

#### **1.5 Study Hypotheses**

This study used the following hypotheses:

Ho1: There is no significant relationship between top Management commitment (TMC) and Organizational performance.

Ho2: There is no significant relationship between customer focus (CF) and organizational performance.

Ho3: There is no significant relationship between employee involvement (EI) and organizational performance.

#### **1.6 Scope of the Study**

This study focused on manufacturing industries in Kampala specifically in Mukwano group of industries Uganda.

##### **1.6.1 Geographical scope**

The research was carried out in Mukwano industries covering manufacturing industries with in Kampala and Uganda at large.

##### **1.6.2 Subject scope**

Within the context of the Total Quality Management model, this study specifically shall focus on three core practices of TQM namely top management commitment, customer focus and employee involvement and shall also cover organizational performance indicators of Manufacturing industries as employee satisfaction, quality training, production excellence, and customer satisfaction. The effect of total quality management on organizational performance deserve further research since the data shall be analyzed and collected from one sector of service industry in one Uganda.



### **1.6.3 Time scope**

The study covered a period of four years with reference to 2014-2017 and it was carried out for two months.

### **1.7 Operational Definition of Terms**

**Customer Focus:** This study refers it as the orientation of an organization toward serving its Client's needs to improve the relationship between an organization and its customers.

**Customer Satisfaction:** This study refers it as a measure of how Industries services provision by manufacturing institutions meet or surpass student or customer expectations.

**Employee Involvement:** This study refers it as the regular participation of employees in deciding how their work is done, making suggestions for improvement, goal setting, planning and monitoring of their performance. It also refers to morale or employee willingness to accomplish organizational objectives.

**Employee Satisfaction:** This study refers it as a terminology used to describe whether employees (Organizational staff) are happy and contented and fulfilling their desires and needs at workplace.

**Organizational Performance:** This study refers it as the actual output or results of an organization as measured against its intended outputs. It encompasses four specific areas of firm outcomes; customer satisfaction, employee satisfaction, quality training and academic performance.

**Manufacturing industries:** This study refers it as an institution that deals in the processing of raw materials into finished products for example Mukwano industries processes cooking oil, Tea, Washing soap and other detergents.

**Top Management Commitment:** This study refers it as the degree, to which top management sets up quality management objectives and strategies, provides and allocates necessary resources, contributes in quality improvement efforts, and assesses quality management implementation and performance.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This study was guided by the structural contingency theory proposed by Donaldson (1996). The key element of structural contingency theory is that organizations must fit their structure to the contingency factors in order to maintain and improve performance. Structural contingency theory holds that there is no single, effective structure for all organizations. Instead, organizations must adapt their structures to fit the contingency factors and the environment as they affect the organization. Contingency factors include: strategy, size, task, uncertainty, parent organization, public accountability, critical assets and technology.

In postulating the relevance of the theory to improving organizational performance, Donaldson (2006) uses the 5-stage structural adaptation to regain fit (SARFIT) model. First, organization is in fit as it has acclimatized to its environment. In the second stage there is in contingency change where the organizational environment changes. Consequently in the third stage, the organization is in misfit and performance suffers. The fourth stage is where the organization does structural adaptation to correct the state of misfit and to reinstate its level of performance. In the final stage, the organization achieves a new fit and performance recovers. Strategic choice also plays a role in Industries in that they bow to the imperative of adopting a new structure that fits its new level of the contingency factor in order to avoid loss of performance from misfit.

It is thus the onus of this study to examine the relationships between total quality management and organizational performance of manufacturing industries in Uganda.

#### **2.2 The Concept of Organizational Performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets and return on investment), product market performance (sales, market share), and shareholder return (total shareholder return and economic value added). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have

attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance (such as shareholder return), customer service, social responsibility (such as corporate citizenship and community outreach) and employee stewardship (Richard et al,2009).

Organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management. This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals. In short, organizational performance is the most important criterion in evaluating organizations, their actions, and environments. This importance is reflected in the pervasive use of organizational performance as a dependent variable. Organizational performance encompasses three specific areas of firm outcomes: financial performance ,market sales and market share and shareholder return, organizational effectiveness is broader and captures organizational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers),such as reputation (Richard et al,2009).

### **2.3 The Concept of Total Quality Management.**

It is a management approach of an organization centered on quality, based on the participation of all its members and aiming at long term success through customer satisfaction and benefits to all members of the organization and society. Total quality management (TQM) consists of organization-wide efforts to install and make permanent a climate in which an organization continuously improves its ability to deliver high-quality products and services to customers.

While there is no widely agreed-upon approach, TQM efforts typically draw heavily on the previously-developed tools and techniques of quality control. "Total Quality Management (TQM) is a strategy for continuously improving performance at every level, and in all areas of responsibility. It combines fundamental management techniques, existing improvement efforts, and specialized technical tools under a disciplined structure focused on continuously improving all processes. Improved performance is directed at satisfying such broad goals as cost, quality, schedule, and mission need and suitability. Increasing user satisfaction is the overriding objective. A term first used to describe a management approach to quality improvement. Since

then, TQM has taken on many meanings. Simply put, it is a management approach to long-term success through customer satisfaction. TQM is based on all members of an organization participating in improving processes, products, services and the culture in which they work (Arawati, 2005).

The Malcolm Baldrige National Quality Award, in the United States annually recognizes American businesses, educational institutions, and healthcare organizations that run high-quality operations. Organizations are judged on criteria from seven categories: leadership, strategic planning, customer focus, measurement, analysis, and knowledge management, workforce focus, operations focus and results. Leadership is the degree of visibility and support that management provides in implementing a total quality environment. Strategic planning refers to a clear vision, mission, long-term plan and quality policy. It adds that the degree of visibility and support that management provides in implementing a total quality environment is significant to the success of TQM adoption.

There are eight organizational practices necessary for Total Quality Management (Arawati, 2005). First is customer focus. The study states that the customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring tools—the customer determines whether the efforts were worthwhile.

Second is employee involvement. All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.

The third practice is being process centered. It states that a fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (again, either internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.

The fourth practice is having an integrated system. Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM. Micro processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes.

The fifth practice is having a strategic and systematic approach to management. A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component. The sixth practice is continual improvement. A major thrust of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations. Seventh is fact based decision making. In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history. The final practice is effective communication (Arawati, 2005). During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness. These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate.

## **2.4 Total Quality Management Practices and Organizational Performance**

### **2.4.1 Effect of Top Management Commitment on Organizational Performance**

Top management can be referred to as the corner stone of a successful Total Quality program as they hold the seat of most influence upon those working for the company. They do not as such produce anything, but they get results through their employees. Their management style may come into play when trying to get the best from staff, whether it is through an authoritarian approach or a participation styled approach (Meere, 2005). Magutu et al., (2010) demonstrates that ISO 9001:2008 provide an invaluable set of benefits for industries in Uganda.

They argue that ISO 9001:2008 certification carry advantages like market competitiveness, consistency in quality, improved productivity, employee involvement, staff morale and job satisfaction. The practical benefits of working towards and achieving the standard are many. They include improved earning, productivity and profitability. On the contrary, Arawati (2005) reveals a practical situation when the ISO system does not add value to manage the business processes, by mentioning that ISO 9001: 2008 quality standards is not regarded as a major driver of process performance as the company has a policy on achieving these standards based on commercial needs criteria.

TQM is a way of life for a company. It has to be introduced and led by top management. This is a key point. Attempts to implement TQM often fail because top management doesn't lead and get committed-instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company, and in creating and deploying well defined systems, methods and performance measures for achieving those goals. These systems and methods guide all quality activities and encourage participation by all employees (Zhang, 2007)

A previous study by Ahmadet al.,(2008) investigated top management commitment role in maintenance of ISO 9001:2008 and in outcomes of QM system in Algeria, practices and implementation in two large service organizations. The investigation concerned with top management commitment and leadership from different approaches such as involvement in quality improvement, providing necessary resources and showing steady commitment to quality perfection. Through applying different analysis techniques, the results showed a variation in extent of top management commitment role in ISO 9001:2008 maintenance and TQM system and practices between the two organizations. The respondents of the first company reflected higher positive statements on their top management. The final conclusion of the study emphasized on the positive role of top management in ISO 9001:2008 maintenance and TQM system outcomes (Ahmadet al.2008).

An investigation into ISO 9001:2008 institutions operating in Uganda and Kenya to identify the most important factor for the implementation of TQM revealed that management leadership and commitment are imperative factors in implementation of TQM (Olel,2006). From a service quality approach Sitet al. (2011) found that leadership as TQM construct has a strong positive

association with service quality in the commercial banks in Malaysia. The study targeted middle management employees in 20 commercial banks listed in the stock exchange.

The main objective of the study was to examine the association between TQM practices and service quality in Malaysia's commercial banking industry. The authors drew from the results that the challenge of top management leadership in commercial banks is to satisfy customers with high quality services.

The same degree of importance of management leadership is supported by findings of a study conducted by Eshiwani (2009). Outcomes of the study showed visionary leadership as one of most four critical human resource related factors that promise successful TQM implementation in high in industries. The authors discussed vitality and criticality function of visionary leadership in high education institutions. This importance occurs in involvement of top executives in creating sustains and customer orientation work dimension and presenting apparent quality values in their institutes. The positive impact of leadership in TQM in high education has been outlined in a study that assigned weights to the criteria of the Malcolm Baldrige National Quality Award (MBNQA) from perspective of academics and managers in Peruvian high education institutes. By applying analytic hierarchy process (AHP), leadership with its two sub criteria (senior leadership and Governance and Social Responsibility) weighted higher than that in MBNQA. According to new weights assigned to the TQM criteria including leadership, the author proposed a model to base for national Peruvian award regarding TQM in education (Macey and Schneider, 2008). The role of leadership in context of TQM practices and implementation from other approaches with a focus on Manufacturing industries, Uganda was investigated by Mwiria and Nyukuri (2004).

The general objective of the study was to examine the relationship between TQM practices and role stressor. The study indexed dimensions of TQM practices. Contradictory to the commercial banks cases, the index revealed that leadership has potentially negative impact on role stressors.

Paradoxical to the above outcomes and supporting the findings in commercial banks and high education preceding cases, leadership has high positive role in quality management in Libyan public hospitals. Shin and Collier (2000) concluded this from a study involved three levels of hospitals throughout urban Tripoli. Details of findings from analysis were that —The finding



seems to suggest that leadership and management commitment is higher in district level hospitals than in state and national level hospitals. It also suggests that this factor is higher in state level hospitals than in the national referral center.

Leadership as a TQM dimension in Libyan service firms has been found to have a significant positive impact in enhancing customer satisfaction. Criticality of leadership role, especially within service context, fall into one core principle —making the right management decisions in order to —pleasing customers by creating one-vision culture in the organization through reflecting high commitment and effective leadership (Tan, 2001). Wiklund and Edvardsson (2003) determined that top management leadership is a major factor in TQM programs and initiative especially in the context of Research and Development (R&D).

The purpose of the study was to determine the constructs of TQM in the R&D context from academic researchers' perspectives. It involved researchers in the field of science and technology from the largest four public South African universities.

From the above analyses, it is apparent that top management commitment is pertinent to the success of TQM models in organizational settings. If leadership roles in TQM aren't taken up by chief executive officers (CEO's) and their line senior managers nothing much in ways of changes was implemented and any that are wont stand the test of time.

#### **2.4.2 Effect of Employee involvement on organizational performance**

Employees do not decide on how they are to be managed, but when implementing change to management styles one cannot expect that all employees was pick it up and accept it because management sees the need to make the change. It is imperative that management keep employees in the picture at all times when decisions are being made regarding TQM, which should encourage participation and help ease transition. When the identification of the tools for a system to be used is complete it should be ensured that the right training is given to the right people. This is to emphasize the benefits of why their using them and how they are using them. Training given to the right people has been proven to minimize the misuse of the tools and techniques (Otunga, 2007). On-going education and training of all employees supports the drive for quality. Employees are encouraged to take more responsibility, communicate more effectively, act creatively, and innovate. As people behave the way they are measured and remunerated, TQM

links remuneration to customer satisfaction metrics. Employee involvement is a matter of courtesy asking people's opinion before making decisions that affect them. Employee involvement is a very simple process. If a decision is made affecting the employees, it is always better to consult them as they may have some intelligent ideas to offer and this was help in building up the relations and creating a conducive environment for better results. In the study, employees who indicated that their organizations were one of the best performers reported double the level of engagement compared to employees who reported average organizational performance. Fifty-three percent of those who saw their organizations as top performers were highly engaged while only 8 percent of those who reported their organizations as under-performing were engaged (IUCEA, 2010).

It is important that the organization find ways to clearly communicate successes that demonstrate how the organization is performing, and especially to find ways to socialize stories of superior performance. Clear, well-planned, high-impact messages can help employees not only see the connection between their work and these successes, but also understand how they support overall organizational performance, which ties directly to engagement levels. Clearly, engaged employees understand the value of ensuring a positive customer experience and are more likely to demonstrate their commitment by delivering high quality products and services. Customer and employee-driven experiences that highlight great customer satisfaction and loyalty need to be effectively shared throughout the company. Like the connection to organizational performance, the connection to positive customer experiences is vital to healthy engagement levels (Magutu et al. 2010)

In discussing about employee performance improvement through involvement versus fear and insecurity in organizations Mutisya (2010) highlights those participatory measures such as team working and high-involvement work practices demonstrate improvements in performance, but can also have less positive outcomes for employee and social well-being.

Performance changes may occur because participation leads to changed attitudes which lead to higher performance. Alternately, changes to behavior and performance may be achieved not through attitude changes but through fear and an insecure or intensified work environment. One explanation for these contradictory results is that participation schemes are sometimes introduced as part of restructuring packages. When employees are faced with an insecure environment,

participation may induce compliance and not the attitude changes necessary for employees' commitment to the enterprise. If this is so, behavioral changes may not be of the order anticipated.

The degree of influence accorded to employees is also important. Low levels of participation with little employee autonomy have been identified as a reason for disappointing results. Where employees' expectations have been raised by introducing participation, but there is little real improvement in employee influence, workers may express resentment and dissatisfaction. Where participation is only from the top down, workers may feel that they are being lectured and not listened to. Even where participation is from the bottom up, workers may feel that management is using their ideas, with no return seen by employees ( Mutisya, 2010).

#### **2.4.3 Effect of Customer Focus on Organizational Performance.**

A strong link between the delivery of high quality goods and services and profitability through customer satisfaction was found by Nganga (2010). The study defined Customer satisfaction as the degree to which a firm's customers continually perceives that their needs are being met by the firm's products and services. Soltani (2005) espouses that an organization must identify customer relationship to measure customer needs and expectations; involve customers in quality improvement and determine customer satisfaction.

The availability of customer complaint information to managers and the degree of the use of customer feedback to improve product quality reveal the level of customer focus in an organization. As customer expectations are dynamic, an organization needs to survey customer expectations regularly and modify its operations accordingly.

An extensively covered element within the TQM literature is customer focus and (in association herewith) customer satisfaction. Given the increasing focus on the creation of competitive advantages it is argued, that quality ought to be defined from an external perspective of customer expectations, rather than from predetermined internal specifications (Murata,2006).

Throughout the empirical literature, there is a general agreement that quality does not solely rely on the organization's ability to produce products with correct technical specifications. In order to stay competitive, the organization must be able to respond and adapt to changing customer preferences and needs (Brahetet al.,2001). It is thus important that every employee in the

organization is involved and committed towards establishing and sustaining a high level of customer satisfaction. The supportance of having a high degree of customer focus in SMEs is likewise addressed in the study conducted by Ahire and Golhar (1996), who furthermore argue that the focus on customers may be stronger in SMEs due to their proximity to and close relationship with the customers.

It is a necessity that both current as well as future needs of the customers are understood and met, when creating and sustaining a customer oriented organization. This implies that the organization actively must establish a variety of mechanisms, enabling efficient ways of letting customers contact the organization with product inquiries and related questions, as well as establishing channels from which the organization can obtain knowledge about customer preferences. In order to gain full advantage of this knowledge, it is important that incoming information and changes in customer preferences are analyzed and understood (Nganga, 2010).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Research Design**

The study adopted an explanatory research design. According to Mugenda and Mugenda (2003) an explanatory research design is one which collects data in order to test hypothesis or to answer questions concerning the current status of the subjects under study. An explanatory research design is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. The ultimate goal is to learn about a large population by surveying a sample of that population that was used to explain what is in existence in respect to conditions or variables that are found in a given situation without influencing the variables. The study is to establish the correlation and causal relationship between total quality management practices and performance of an organization.

#### **3.2 Study Area**

This study was carried out at Mukwano industries began operations in the early 1980s in Kampala, Uganda with a single enterprise store dealing in general merchandise and produce. Mukwano industries diversified its portfolio by investing heavily in agriculture, property development and logistics. Mukwano group employs over 7000 staff directly and indirectly within our its various companies with a range of departments and among the top 10 largest tax payers in Uganda.

#### **3.3 Target Population of the study**

The population of the study comprised of CEO, head of departments of and employees from different departments. The target population was 421 (216 from the production and design and 205 from Sales as shown in table 3.1

**Table 3.1 Target population**

MUKWANO INDUSTRIES	POSITION	POPULATION
Production and design department	Head of department	10
	Employees level	206
	Sub total	216
Sales department	Head of department	8
	Employees level	197
Sub total		205
Grand total		421

### 3.4 Sample Size and Sampling Procedure

The sample size comprised of 264 Employees and heads of department of which 134 was selected from production and design and 130 from sales. The following formula shall be used,

$$n = \frac{Z^2 PQ}{d^2}$$

where n is the desired sample size (if the target population is greater than 10,000)

z-is the standard normal deviate at the required confidence level

p-is the proportion in the target population estimated to have characteristics being measured

q is 1-p

d-is the level of statistical significance set

As recommended by Fisher et al., (2000). If there is no estimate available of the proportion in the target population assumed to have the characteristics of interest as is in this study, 50% should be used. Using a z-statistic of 1.96 and a desired accuracy level of 0.05 then the sample size was:

$$n = \frac{(1.96)^2(0.5)(0.5)}{0.05^2}$$

Since the population is less than 10,000 from both departments, the required sample size was smaller. A final sample estimate was calculated using the formula:

$$n_f = \frac{n}{1 + n/N}$$

$$(1 + n/N)$$

Where  $n_f$  is the desired sample size (when the population is less than 10,000)

$n$  is the desired sample size (when the population is more than 10,000)

$N$  is the estimate of the population size

**Table 3.2 Sample Size**

MUKWANO INDUSTRIES	POSITION	POPULATION	SAMPLE SIZE
Production and design department	Head of department	10	10
	Employees level	206	124
	Sub total	216	134
Sales department	Head of department	8	8
	Employees level	197	122
Sub total		205	130
Grand total		421	264

The census method was used to select participants in the study. Staff members were stratified as heads of departments and employees. All heads of departments (10 for production and design and 8 sales.) participated in the study. After stratification of the population, simple random sampling will be used to draw staff samples for employees from the subgroups using a table of random numbers. The sample size calculation formula by Mugenda and Mugenda (2003) was used in this study.

### **3.5 Instrumentation**

#### **3.5.1 Validity of Research Instruments**

According to Mugenda and Mugenda (2003) validity is the accuracy and meaningfulness of inferences, which are based on the research results. The researcher established validity of research instruments by presenting the questionnaire to Heads of department and supervisors from Mukwano group of industries. Their advice was used to adjust the instruments.

#### **3.5.2 Reliability of Research instruments**

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability is influenced by random error. As random error increases, reliability decreases. Random error is the deviation from the true measurement due to factors that have not been addressed effectively by the researcher such as coding, ambiguous instructions to respondents and bias (Mugenda and Mugenda, 2003). To establish reliability of the instruments, the researcher carried out a survey study in all departments within Mukwano group of industries. Reliability of data will be checked by applying Cronbach's Alpha which measures internal consistency or average correlation of items in a survey instrument to gauge its reliability. The Cronbach Alpha formula was used since it reduces the time required to compute a reliability coefficient in other methods. Its coefficient is also a conservative estimate of reliability hence avoids over estimation (Kerlinger, 1993).

#### **3.5.3 Measurement of Variables.**

Total Quality Management practices were measured using scalar developed by Tarus (2012). A measurement method for organization performance developed by the researcher and internal consistency reliability should be above 0.6 (Heireet al, 2006).

### **3.6 Data Analysis Procedures**

Data was screened to ensure that responses are legible and understandable and that responses are within an acceptable range and are complete. Collected data was coded and entered into the Statistical Package for Social Sciences program for analysis. The analysis was done in three stages. The first stage involved checking data reliability by applying Cronbach's Alpha ( $\alpha$ ). Cronbach Alpha measures internal consistency or average correlation of items in a survey instrument to gauge reliability. The second stage was the application of the Pearson's moment of



correlation analysis to assess the strength of relationship between dependent and independent variables. This study established the correlation and causal relationship between TQM practices and organization performance.

### **3.7 Ethical Consideration**

Volunteer participation was explained clearly to the participants before they sign their consent forms. Participants had the freedom to withdraw from the study at any stage. The study had to guarantee confidentiality and anonymity to the participants. The names of all informants was coded to conceal their identity and to maintain confidentiality.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

In this chapter, study findings are presented, analyzed and discussed basing on a number of sub themes which include the social demographic e.g. age, gender and religious affiliation, marital status, the implication of these percentage distributions as presented in the tables toward the dependent variables was also discussed.

#### 4.1 Social demographic data

##### 4.1.1 Gender of respondents

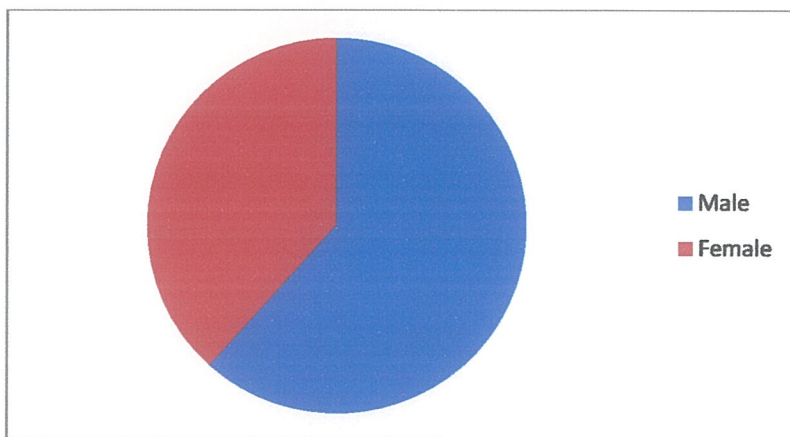
The information about sex was attained by putting a box of the gender where they were to tick which box age range they belong to as shown in the following frequency table.

**Table 4.1 Showing gender of respondents**

Sex	Frequency	Percentage (%)
Male	119	61.66
Female	74	38.34
<b>Total</b>	<b>193</b>	<b>100</b>

**Source: Primary Data 2018**

**Figure 4.1: A pie chart showing the gender of the respondents**



**Source: Primary Data 2018**

The table above shows the gender of respondents who took part in the study by filling in questionnaires and face to face interviews; Out of the population sample of 193 respondents, 119 of them were male representing 61.66% and 74 were female representing 38.34%. It shows that there were more male workers than female workers an implication that male workers are more resistant to life stressors than their female counter parts.

#### 4.1.2 Age composition

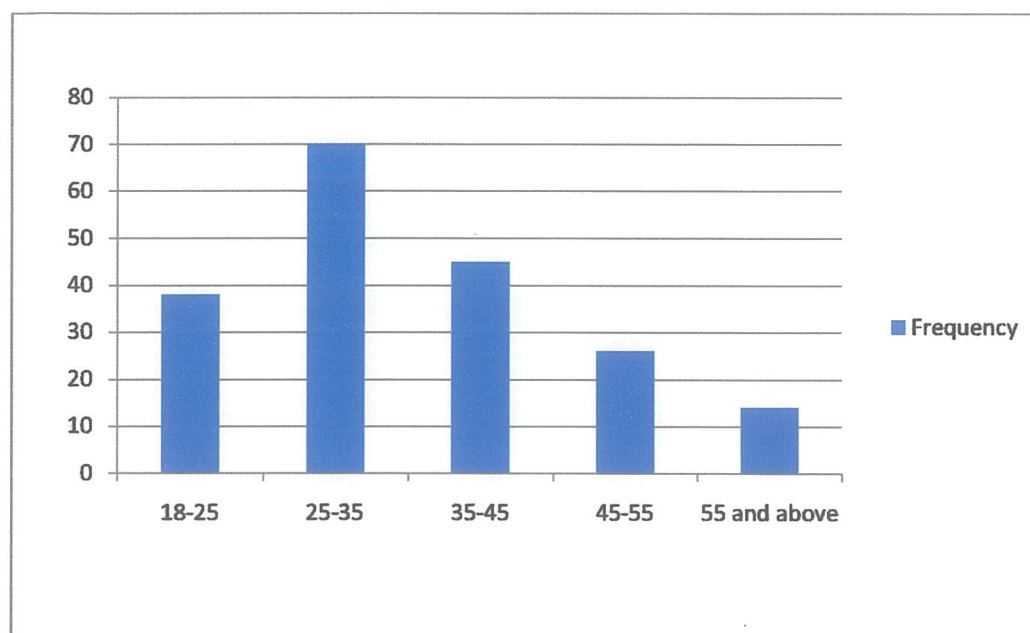
Information of the age of respondents was obtained by asking them to tick an age range under which they belong:

**Table 4.2 Age of respondents**

Age range	Frequency	Percentage (%)
18-25	38	19.69
25-35	70	36.27
35-45	45	23.32
45-55	26	13.47
55 and above	14	7.25
<b>Total</b>	<b>193</b>	<b>100</b>

**Source: Primary Data2018**

**Figure 4.2 : A bar graph showing the age of the respondents**



**Source: Primary Data 2018**

The above shows the age composition of the respondents who took part in the study by filling in questionnaires and face to face interviews. It shows that 38 respondents representing 19.69% were in the age range of 18-25years, 70 respondents representing 36.27% were in the age range of 25-35years, 45 respondents representing 23.32% of the total population were in the age range of 35-45years, 26 respondents representing 13.47% of the total population were between the age range of 45-55% old while 14 respondents representing 7.25% of the total population were above 55years old.

The findings above show that most of the staff of Mukwano group of companies fall in the age range of 25-35years old and the least number of teachers were above 55 years old inclusive.

#### **4.1.3 Marital status**

The concepts of marital status were included in the study with the view that marriage plays a very big role in the way people perform their work. Some people can be motivated by their spouses. It was found out that for most of the married female employees, they remained on work because they did not have so much to do with family requirements fulfillment because they had

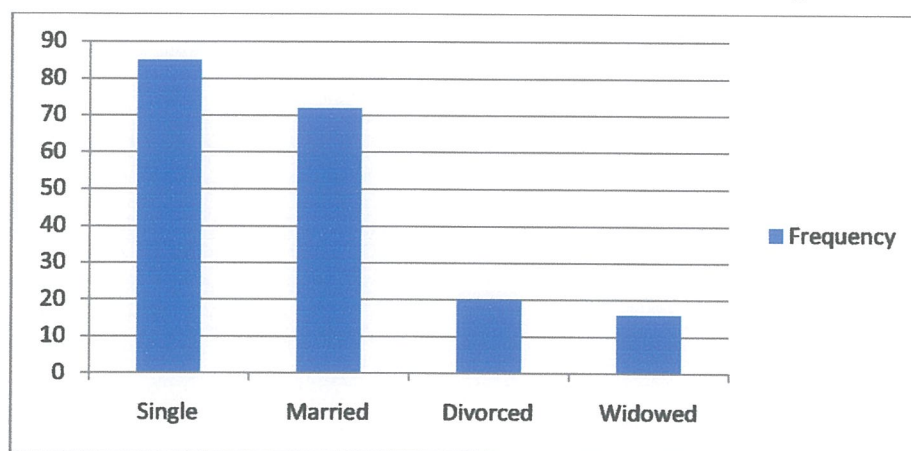
all confidence their husbands could cater for everything, and therefore they had no pressure over them

**Table 4.3 The marital status of the respondents**

Marital Status	Frequency	Percentage (%)
Single	85	44.04
Married	72	27.31
Divorced	20	10.36
Widowed	16	8.29
<b>Total</b>	<b>193</b>	<b>100</b>

**Source: Primary Data 2018**

**Figure 4.3: A bar graph showing the marital status of the respondents**



**Source: Primary Data 2018**

From the table and figure above, a big percentage of the respondents were single with 44.04% which comprised of 85 of the total study population. 72 of the respondents that is 27.31% of the study population were married, 20 of the respondents that is 10.36% were divorced and 16 that is 8.29 were widowed. From the study, marriage plays a very big role in the way people perform their work as some people can be motivated by their spouses.

#### 4.1.4 Level of education of respondents (qualification)

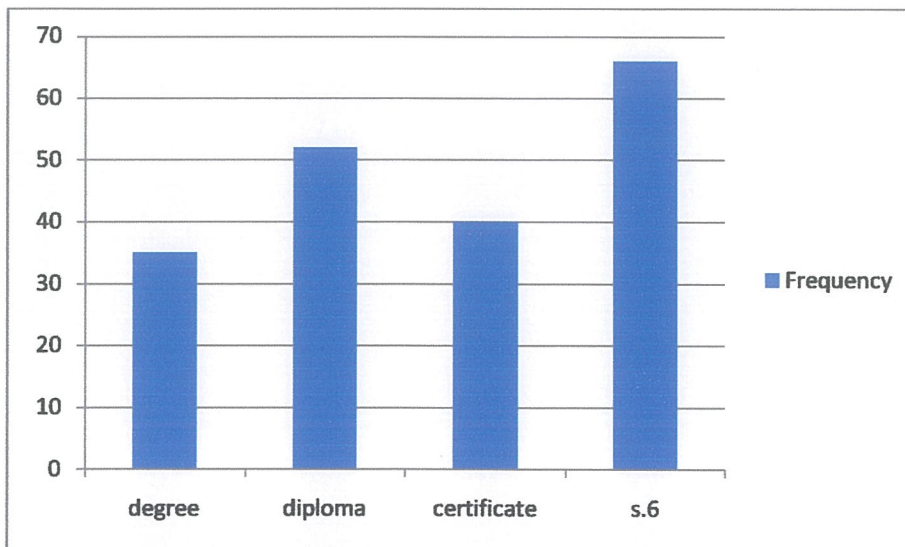
The information of the level of respondents was obtained by asking the respondents to tick their level of education and findings were presented using a pie chart below.

**Table 4.4 Level of education**

Level	Frequency	Percentage (%)
degree	35	18.13
diploma	52	26.94
certificate	40	20.73
s.6	66	34.2
<b>Total</b>	<b>193</b>	<b>100</b>

**Source: Primary Data 2018**

**Figure 4.4 A bar graph showing the education level of the respondents**



**Source: Primary Data 2018**

From the outputs in the table and figure above, it is evident that a big number of the workers in the company were holding S.6 documents which comprised of 34.2% that is 66 of the total study population. 52 respondents that is 26.9% of the total study population were diploma holders, 40 respondents that is 20.73% of the total study population were certificate holders and 35 of the respondents that is 18.13% were degree holders. It was found out that most of the respondents were S.6 Certificate holders. This was because those people who do not have any profession



were ready to work under any work conditions because their qualifications do not call for higher bargains.

#### 4.1.5 Department to which the respondent belong

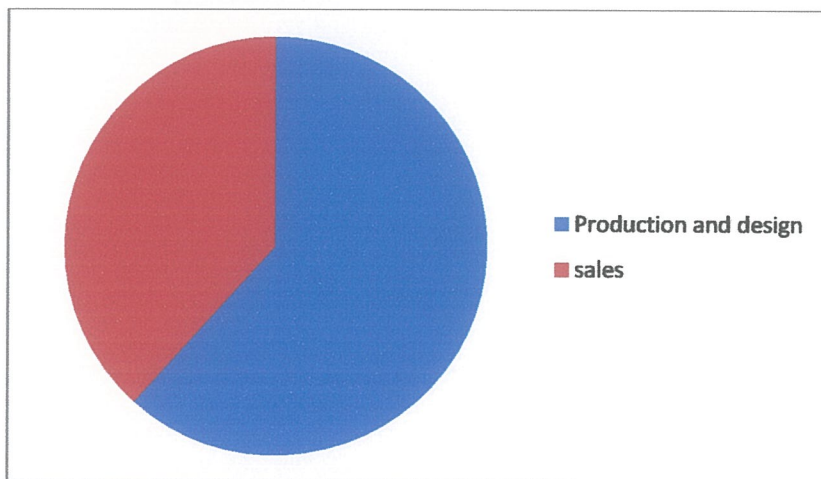
This was achieved by asking the respondent the department to which they belong and it was found out that most of the respondents belonged to the production and design department

**Table 4.5**Department of the respondents

Department	Frequency	Percentage (%)
Production and design	119	61.66
sales	74	38.34
<b>Total</b>	<b>193</b>	<b>100</b>

Source: Primary Data 2018

**Figure 4.5** A pie chart showing the departments of the respondents



Source: Primary Data 2018

The table and pie chart above shows the department of respondents who took part in the study by filling in questionnaires and face to face interviews; Out of the population sample of 193 respondents, 119 of them belonged to production and design department representing 61.66% and 74 belonged to sales department representing 38.34%. It shows that there were more workers in the production section than in the sales department.

#### 4.1.6 Position held by respondent

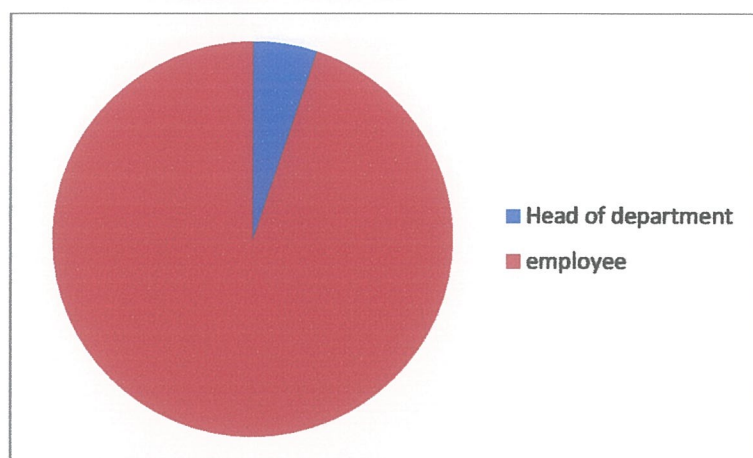
This was also achieved by asking the respondents the departments to which they belong and it was found out that most of the respondents were employees.

**Table 4.6 Position held**

Department	Frequency	Percentage (%)
Head of department	18	9.32
employee	175	90.68
<b>Total</b>	<b>193</b>	<b>100</b>

**Source: Primary Data 2018**

**Figure 4.6A pie chart showing the department of the respondents**



**Source: Primary Data 2018**

From the outputs in the table and pie chart above, it is evident that most of the respondents were employees with 175 that is 90.68% respondents and only 18 respondents that is 9.32% were heads of departments.

#### 4.2 Total quality management practices used in the company

To achieve this, respondents were asked to show the extent to which they agree with the statements as regards to the total quality management practices used on the following scale:

(1= Strongly Agree, 2= agree, 3= neutral, 4=Disagree, 5 =Strongly Disagree TT =Total)



**Table 4.7 Showing the total quality management practices used by Mukwano group of companies**

Statement of inquiry	FREQUENCY						PERCENTAGE					
	1	2	3	4	5	TT	1	2	3	4	5	TT
1. Customer focus is the most important thing we do	66	42	12	35	38	193	34.2	21.76	6.22	18.13	19.69	100
2.Continuous improvement in the organization	50	61	16	40	26	193	25.91	31.61	8.29	20.73	13.47	100
3.Top management support contribute to QM participates	58	52	08	29	46	193	30.05	26.94	4.15	15.03	23.83	100
4.Employee involvement	71	55	13	31	23	193	36.79	28.5	6.74	16.06	11.92	100
5. There is Strategic quality planning	62	68	15	28	20	193	32.12	35.23	7.77	14.51	10.36	100
6. Problems are solved in a process' viewpoint as opposed to blame game	58	71	11	32	21	193	30.05	36.79	5.7	16.58	10.88	100

**Source: Primary Data 2018**

From table 4.7 above, regarding total quality management practices in Mukwano group of companies, 34.2% of the respondents strongly agreed that satisfying customers and meeting their expectations is the most important thing they do (customer focus), 21.76% agreed with the statement, 6.22% were neutral, 18.13% disagreed with the statement while 19.69% strongly disagreed. From the general over view of the statement, it means that the company's main focus is to satisfy the customers.

As regards to continual study and improvement culture embedded in the organization (continuous improvement), 25.91% strongly agreed that continual study and improvement culture is embedded in the organization (continuous improvement), 31.61% agreed with the

statement, 8.29% were neutral to the statement, 20.73% disagreed with the statement while 13.47 % strongly disagreed with the statement. This meant that a company embeds a continual study and improvement culture in the organization in terms of product quality and quantity.

In line with the top management participation in total quality management and improvement process (top management support), 30.05% strongly agreed that top management actively participate in total quality management and improvement process (top management support), 26.94% agreed with the statement, 4.15% were neutral to the statement, 15.03% disagreed while 23.83% strongly disagreed with the statement. This meant that in the organization, that top management actively participates in total quality management and improvement process (top management support).

In relation with people in this organization having a relatively high level of authority over their work-related decisions (employee involvement), 36.79% strongly agreed that people in the organization have a relatively high level of authority over their work-related decisions (employee involvement), 28.5 agreed with the statement, 6.74% were neutral to the statement, 16.06% disagreed with the statement and 11.92% strongly agreed with the statement. This meant that that people in the organization have a relatively high level of authority over their work-related decisions (employee involvement) as it holds a big percentage of people who strongly agreed with the statement.

As regard the strategic quality Plan for this company, 32.12% of the respondents strongly agreed that the strategic quality Plan for this company is well thought of and its promising (Strategic quality planning), 35.23% agreed with the statement, 7.77% were neutral to the statement, 14.51% disagreed with the statement and 10.36% strongly disagreed with the statement. This implies that the strategic quality Plan for this company is well thought of and it's promising (Strategic quality planning).

In relation with problem solving, 30.05% strongly agreed that problems are solved from a process' viewpoint in my organization as opposed to blame game (process approach), 36.79% agreed with the statement, 5.7% were neutral to the statement, 16.58% disagreed and 10.88% strongly disagreed. This meant that problems are solved from a process' viewpoint in my organization as opposed to blame game (process approach).

In a nut shell, Mukwano group of companies limited embraces a lot of total quality management practices and among all the practices that were under consideration in the study, the research has revealed that respondents agrees that such practices exists in the company. However, from the outputs above, it is evident that strategic quality planning is commonly used in the since it has a big number of respondents who agreed with the statement.

#### 4.3 Organisational performance in the last six months

To achieve this, respondents were asked to show the extent to which they agree with the statements as regards to the total quality management practices used on the following scale

(1= Strongly Agree, 2= agree, 3= neutral, 4=Disagree, 5 =Strongly Disagree TT =Total)

**Table 4.8 Organizational performance in the last six months**

STATEMENT OF INQUIRY	FREQUENCY						PERCENTAGE					
	1	2	3	4	5	TT	1	2	3	4	5	TT
1. In the last six months my organization has had reduced customer complaints due to the implementation of its strategic quality plan which is entrenched in its vision statement.	67	60	09	37	20	193	34.72	31.09	4.66	19.17	10.36	100
2. We have recorded an improved OEE in the last six months on both lines due to embedment of continuous improvement culture in the organization.	79	62	04	34	14	193	40.93	32.12	2.07	17.62	7.25	100
3. Our market share has improved since the plant upgrade due to enhanced customer focus and satisfaction	70	69	07	22	25	193	36.27	35.75	3.63	11.4	13	100
4. Energy usage has	66	70	12	21	24	193	34.2	36.3	6.22	10.88	12.44	100

been at its optimal resulting into the best homogeneity in products												
5. Employees are highly motivated and usually give their best capabilities resulting to high line OEE and few rejects	62	73	10	31	17	193	32.12	37.82	5.18	16.06	8.81	100
6. My organization has recorded improved productivity as a result of reduced overall waste.	59	70	12	29	23	193	30.57	36.27	6.22	15.03	11.92	100
7. Employees are highly trained on our products production and they are involved by management in organizational matters	62	69	9	22	31	193	32.12	35.75	4.66	11.4	16.06	100
8. My organization has had zero lost time accidents due to adoption of the zero harm culture.(my safety is my responsibility)	70	66	6	30	21	193	36.27	34.2	3.11	15.54	10.88	100

**Source: Primary Data 2018**

From the table above, and in regard with customer complaints, 34.72% strongly agreed that in the last six months the organization has had reduced customer complaints due to the implementation of its strategic quality plan which is entrenched in its vision statement. 31.09% agreed with the statement, 4.66% were neutral that is they didn't take side, 19.17% disagreed with the statement and 10.36% strongly disagreed with the statement. This means that the organization has had reduced customer complaints due to the implementation of its strategic quality plan which is entrenched in its vision statement.

In line with improvement in OEE, 40.93% of the respondents strongly agreed with the statement that the organization has recorded an improvement in OEE in the last six months on both lines due to embedment of continuous improvement culture in the organization. 32.12% agreed with the statement, 2.07% were neutral to the statement, 17.62% disagreed with the statement and 7.25% strongly disagreed with the statement. From the statistics above, it is evident that the organization has recorded an improvement in OEE in the last six months on both lines due to embedment of continuous improvement culture in the organization since a big percentage of the respondents strongly agreed with the respondents.

Further still, 36.27% of the total study population strongly agreed that the organization's market share has improved since the plant upgrade due to enhanced customer focus and satisfaction, 35.75% agreed with the statement, 3.63% were neutral, 11.4% disagreed with the statement and 13% strongly disagreed with the statement. From the above statistics, it is evident that the company's market share has improved. This has been due to customer focus and satisfaction as one of the total quality management practices.

In regard to energy usage, 34.2% of the total study population strongly agreed that energy usage has been at its optimal resulting into the best homogeneity in products, 36.3 agreed with the statement, 6.22% were neutral, 10.88% disagreed with the statement and 12.44% strongly disagreed with the statement. From the results above, it is evident that energy usage has been at its optimum in the organization which has led to the production of homogeneous products. According to the research, this has helped to increase on the customer satisfaction.

In line with employee's motivation, 32.12% of the respondents in the study population strongly agreed that Employees are highly motivated and usually give their best capabilities resulting to high line OEE and few rejects, 37.82% agreed with the statement, 5.18% were neutral, 16.06% disagreed with the statement and 8.81% strongly disagreed with the statement. In line with this statement, the research revealed that the organization motivates its employees through various ways such as giving maternal and paternal leaves, giving allowances such as transport allowances. This has helped to increase the productivity of the employees.

As regards the overall waste of the company, 30.57% of the total respondents strongly agreed that the organization has recorded improved productivity as a result of reduced overall waste,

36.27% agreed with the statement, 6.22% were neutral to the statement, 15.03% disagreed and 11.92% strongly disagreed with the statement. This implies that the company productivity has been on an increase due to reduction in overall waste. Some waste products in one production unit are being used as raw material in the production of other commodities.

As regards employees training, 32.12% of the total respondents strongly agreed that employees are highly trained on our products production and they are involved by management in organizational matters, 35.75% of the respondents agreed with the statement, 4.66% were neutral, 11.4% disagreed with the statement and 16.06% strongly disagreed with the statement. This meant the company trains its employees on the products production.

As regards to time lost accidents, 36.27% of the respondents strongly agreed that the organization has had zero lost time accidents due to adoption of the zero harm culture.(my safety is my responsibility), 34.2% agreed with the statement, 3.11% were neutral, 15.54% disagreed with the statement and 10.88% strongly disagreed with the statement. This implies that the company takes the safety of the employees as first priority that is safety first.

In a nut shell, Mukwano group of companies has recorded good performance for the study period.

## **CHAPTER FIVE**

### **SUGGETIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presented the summary, conclusions, recommendations of the study and suggestions for further study. The recommendations are proposed as a means of TQM as well as increasing the performance of the organization. The summary and conclusions on the other hand, involve salient issues found out in the research or study. This should be in line with the objectives of the study. The general objective of this study was to determine the effect of Total Quality Management practices on manufacturing industries. The specific objectives of the study were: To determine the effect of top management commitment (TMC) on organizational performance, to examine the effect of customer focus (CF) on organizational performance and to assess the effect of employee involvement (EI) on organizational performance.

#### **5.1 Summary and conclusions**

The general objective of the study was to determine the effect of Total Quality Management practices on manufacturing industries with reference to Mukwano group of companies. A total of 193 respondents from the company were interviewed. The study has revealed that a big number of total quality management practices are being embraced in the organisation. These practices included; Customer focus, Continual study and improvement culture is embedded in the organization (continuous improvement), top management support, employee involvement in management, Strategic quality planning and problem solving approach. However, the study has revealed that all these practices are being embraced in the company and are of high value in improving the organizational performance. Consequently, the study findings agree with the conceptual framework that was developed to guide the study. In all however, the study found that motivation was necessary for high performance of teachers although in most cases teachers were poorly motivated.

The study has revealed that top management participate actively in total quality management with 30.05% strongly agreeing with the statement and 26.94% agreeing with the statement, which has helped to improve on the organizational performance. This was in line with study by Ahmadet al.,(2008) which investigated top management commitment role in maintenance of ISO

9001:2008 and in outcomes of QM system in Algeria, practices and implementation in two large service organizations. The investigation concerned with top management commitment and leadership from different approaches such as involvement in quality improvement, providing necessary resources and showing steady commitment to quality perfection. Through applying different analysis techniques, the results showed a variation in extent of top management commitment role in ISO 9001:2008 maintenance and TQM system and practices between the two organizations. The respondents of the first company reflected higher positive statements on their top management. The final conclusion of the study emphasized on the positive role of top management in ISO 9001:2008 maintenance and TQM system outcomes (Ahmadet al.2008).

The study also revealed that Customer focus is highly embraced in the organisation with 34.2% of the respondents strongly agreeing that satisfying customers and meeting their expectations is the most important thing they do and 21.76% agreed with the statement, this was in line with a study by Nganga (2010). His study established strong link between the delivery of high quality goods and services and profitability through customer satisfaction. A strong link between the delivery of high quality goods and services and profitability through customer satisfaction was found by Nganga (2010). The study defined Customer satisfaction as the degree to which a firm's customers continually perceives that their needs are being met by the firm's products and services. Also Soltani (2005) espouses that an organization must identify customer relationship to measure customer needs and expectations; involve customers in quality improvement and determine customer satisfaction.

In line with the study hypothesis,

**Ho1:** There is no significant relationship between top Management commitment (TMC) and Organizational performance.

The study revealed that a positive relationship exist between top management commitment and organizational performance. This means that the null is rejected and conclude that there is a significant relationship between top management commitment and organizational performance in Mukwano group of companies.

**Ho2:** There is no significant relationship between customer focus (CF) and organizational performance.



The study revealed that a positive relationship exist customer focus and organizational performance. This means that the null is rejected and conclude that there is a significant relationship between customer focus and organizational performance in Mukwano group of companies.

**Ho3:** There is no significant relationship between employee involvement (EI) and organizational performance.

The study revealed that a positive relationship exist between employee involvement and organizational performance. This means that the null is rejected and conclude that there is a significant relationship between employee involvement and organizational performance in Mukwano group of companies.

## **5.2 Recommendation of the study**

On the basis of the comprehensive study findings, the researcher made the following recommendations to the concerned authorities:

The study recommends that the company should increase on the variety of commodities produced. This can help the organisation to increase on the market base and also improves on the customer satisfaction.

The company should also embrace other total quality management practices such as performance appraisals to the employees and this can help to improve on the work performance of the employees and this can benefit the organisation.

The study also recommends that much emphasis on employee training should be done so as to improve on the quality of the products.

## **5.3 Suggestions for further research**

The researcher concentrated much on the variables with the topic; “the effect of Total Quality Management practices on performance of manufacturing industries” and the results of the study revealed there exists a positive relationship between TQM and organizational performance.

- A replica of the same study to investigate strategies that can be implemented to improve employee's performance in manufacturing industries is necessary.

This should be made in other manufacturing industries such as BIDCO Uganda limited.

- Other studies should be conducted in other sectors such as schools in Uganda. This will help to establish the general overview of the effectiveness of the TQM practices in schools in the country.

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## APPENDICES

### APPENDIX I: THE QUESTIONNAIRE

Dear respondent, am AWUTA ANTHONY a student of KAMPALA INTERNATIONAL UNIVERSITY carrying out a research on total quality management and organizational performance a case study of Mukwano group of companies. This research is leading to the award of BACHELORS DEGREE OF SUPPLY AND PROCUREMENT.

This Questionnaire is intended to collect data on TQM and operational performance of Mukwano group of companies limited. It's purposefully for academic affairs only. Please answer these questions by putting a mark to the correct response of your choice. The respondents and information volunteered will remain anonymous and confidential.

#### SECTION A. about you

1. What is your gender? (Tick)

Female ☐ Male ☐

2. What age range do you belong to? (Tick)

18-25years ☐ 25-35years ☐  
35-45years ☐ 45-55years ☐ 55 and above years ☐

3. Marital status

Single ☐ Married ☐ Divorced ☐ Widowed ☐

4. What is your level of education? (Tick)

Degree ☐ Diploma ☐  
Certificate ☐ S.6 ☐

5. What department do you belong to?

Production and design ☐ Sales department ☐

6. What position do you hold?

Head of department ☐ Employee ☐

7. What is your working experience? (Tick)

1-3 years ☐

3-5 years ☐

5-7 years ☐

7-10 years ☐

10 years and above ☐

## SECTION B

The following statements are in reference to Total quality Managements practices believed to be in existence in Mukwano group of companies limited. Please indicate the extent in which you agree or disagree with the statements. Use 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree

5= strongly disagree

TQM Practices	1	2	3	4	5
1. Satisfying our customers and meeting their expectations is the most important thing we do (customer focus)					
2. Continual study and improvement culture is embedded in the organization (continuous improvement)					
3. Top management actively participates in quality management and improvement process (top management support)					
4. People in this organization have a relatively high level of authority over their work-related decisions (employee involvement)					
5. The strategic quality Plan for this company is well thought of and its promising (Strategic quality planning)					
6. Problems are solved from a process' viewpoint in my organization as opposed to blame game (process approach)					

## SECTION C

1. In the last six months my organization has had reduced customer complaints due to the implementation of its strategic quality plan which is entrenched in its vision statement.					
2. We have recorded an improved OEE in the last six months on both lines due to embedment of continuous improvement culture in the organization.					
3. Our market share has improved since the plant upgrade due to enhanced customer focus and satisfaction					
4. Energy usage has been at its optimal resulting into the best homogeneity in products					
5. Employees are highly motivated and usually give their best capabilities resulting to high line OEE and few rejects					
6. My organization has recorded improved productivity as a result of reduced overall waste.					
7. Employees are highly trained on our products production and they are involved by management in organizational matters					
8. My organization has had zero lost time accidents due to adoption of the zero harm culture.(my safety is my responsibility)					

END.