
**THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATION'S
PERFORMANCE**

A CASE STUDY OF NANSANA MUNICIPALITY WAKISO DISTRICT

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Abstract: Quality and performance of organizations has become a matter of concentration and interest for the survival of organizations. The purpose of this study was to examine the impact of total quality management on organizational performance with effect of top management commitment (TCM) on the performance of Nansana municipality, role of customer focus (CF) on the performance of Nansana municipality and influence of employee involvement on Nansana municipality Wakiso district. The literature review has exposed several characteristics of total quality management like, customer focus, customer satisfaction, top management participation, employee involvement, supplier partnership, teamwork and open cooperate culture.

Results of the study revealed that total quality management positively impact the performance of Nansana municipality through the study's independent variable (top management, customer focus and employee involvement) and dependent variable (profitability, service delivery and increase sales volume). The study concludes that organisations which delegate the authority to employees perform well as compared to those who don't. Organisations who allow their employees to work in teams prove more performance level than those who have non-team individualistic structure. The study recommends Nansana municipality to involve its employee in decision making processes at all levels by delegating them with power and authority, adopt team-based structures and develop capabilities of their employees to perform well and compete with prevailing trends in its service delivery as well as focusing basically on its customers always.

Key words: quality management and organization's performance

Background of the study

All over the world Business environment is undergoing a great degree of changes and enhancement in quality as a way of enacting essential strategies that can be implemented in any organisation in order to achieve its competitive advantage. With the continuous increase in global labor market, organisations must improve their product and services quality in order to survive within other competitors (Gracious. A, 2023).

In order to enhance organizational performance, one must focus on improving customer satisfaction and for the purpose of its customers, organisations must hunt down total quality management techniques in order to control and trace performance. Total quality management control (TQM) is looked at as the best strategy to enact organizational performance. Total quality management is based on staff collaboration with each other for the purpose of producing high quality products and services, controlling processes of manufacturing in order to minimize errors in manufacturing process (Gharakhani, D , 2013)

Total quality management was defined by (Lakhal, L, 2006) as the strategy that aims at generating and transforming more efficient and superior services, through achieving cooperation between organisation members. Total quality management involves several quality instruments and techniques that aim at values and beliefs that all staff within the same organisation share.

Total quality management engages all organisation staff members in the process of covering customers' expectation through utilizing problem-solving methods to enhance the quality of all organizational products and services. The main focus of total quality management is to achieve a comprehensive integration among organizational staff and their functions in order to gain better enhancement, progress and preservation of products and services quality to achieve customer satisfaction (Talib, F, 2013).

Problem statement

Total quality management is always considered an operational strategy in enhancing organizational financial benefits, customer retention, customer satisfaction and quality of production. However, TQM is considered a new philosophical principle unfamiliar for a large

number of organizations, managers and employees. The existing theoretical concepts focusing on TQM basically looks at quality inspection and quality control assurance, however still it is insufficient to create an in-depth understanding of the effect of total quality management on the performance of Nansana municipality. Different strategic reasons such as globalization directly enhance the interest of developing communities in quality and focus on TQM to gain economic benefits. Moreover, customers in different local areas in Nansana municipality are demanding services with high quality characteristics more than ever. All of these reasons generate the new wave of quality interest in different departments at Nansana municipality. Although there are several studies about TQM and its relation with performance none has focused at any organisation such as Nansana municipality. Therefore, this paper examined the effect of total quality management at Nansana municipal council Wakiso district.

Specific objectives

1. To examine the effect of top management commitment (TCM) on the performance of Nansana municipality.
2. To examine the role of customer focus (CF) on the performance of Nansana municipality Wakiso district.
3. To examine the influence of employee involvement on Nansana municipality Wakiso district.

Research questions

1. What is the effect of top management commitment (TMC) on the performance of Nansana municipality Wakiso district?
2. What is the role of customer focus (CF) on the performance of Nansana municipality Wakiso district?
3. What is the influence of employee involvement on Nansana municipality Wakiso district?

Methodology

Research design

The study adopted a survey research design approach to examine the effect of total quality management on organizational performance in Uganda. This methodology was used as a means of generating reliable empirical data upon which recommendations and conclusions are based on.

Study Area and Population

The study was conducted from Nansana municipality Wakiso district Uganda. The population of the study includes municipality administrators, casual workers, politicians and local masses.

Study Sample

Sampling Design

The study employed both probability and non-probability sampling design. Probability design was

used when selecting participants for strong statistical inferences about the study. Non probability design was used when selecting explanatory participants.

Sample Size

Mugenda and Mugenda (2003), assert that the main consideration for determining the sample size is the capability to collect an in-depth data at affordable costs in terms of time, finance and resources. A sample size of 50 persons were selected from a population of 250 at random; the sample size was distributed as follows: municipality administrators 5, politicians 5, L.C 1 leaders 10, local masses 30.

Data Collection Methods and Instruments

Data Collection Methods

The study incorporated the use of various methods in the process of data collection in a bid to come up with sound, concrete and credible research findings. The researcher therefore amalgamated the use of questionnaires and interview analysis in the process of collecting primary data.

Primary data collection method

Mugenda and Mugenda (2003), asserts that primary method of data collection involves a researcher herself to use qualitative or quantitative methods. The advantage of using this method is that data collected was unique to the researcher and there was no altering of the data.

Secondary method

Mugenda (2003), secondary data method collects data from primary sources which can be used in the current research. This method took considerably less time than collecting primary data. Secondary data was obtained from two different research strands.

Quantitative secondary method.

Quantitative secondary data was got from Nansana municipality daily journals, licenses, day journals among others.

Qualitative secondary data

Qualitative data was got from semi-structured and structured interviews, transcripts, observation records and other personal research related documents related to the study.

Data collection instruments

Data collection instrument is the selection or development and the later use of tools to make observations about variables in a research study

Self-administered questionnaire

A self-administered questionnaire is a structured form that consists of a series of closed- ended and open-ended questions.

Self-administered questionnaires were used because they reduced the costs of collecting data instead of the researcher traveling all the way to meet up with research subjects or hiring face

to face interviewers, the researcher just sent questionnaires to the respondents. These were intended to answer questions regarding demographic characteristics of respondents such as age, education background among others

Interview guide:

Kabir, S.M.S (2016) an interview guide is a drafted set of questions that the researcher ask the respondents during an interview and these were open ended in nature. The researcher personally recorded the provided responses during the process of carrying out an interview. This tool was used to collect information from respondents selected from Nansana municipality administrators, politicians and entrepreneurs by the use of recorders among others.

Data Analysis

The edited data was analysed quantitatively and qualitatively as follows; Quantitative data was grouped and statistical description such as tables showing frequencies and percentages for better interpretation was used. However, qualitative data was analysed in a way of identifying the responses from respondents that were relevant to the research problem. Mainly such data was analysed by explaining the facts collected from the field under which the researcher quotes respondents' responses using SPSS (Nelson. K, 2022).

RESULTS

Respondents' demographic characteristics

The primary section of this study was done through administering questionnaires to respondents to generate data from respondents on gender, age group, level of education, working experience, marital status and education background.

Instrument return rate

The researchers administered 50 Questionnaires to the respondents. During data collection, a

response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response rate of 70% and above is excellent (Mugenda and Mugenda 1999). However, on the 50 administered questionnaires 43 questionnaires were returned from the respondents giving a response rate of (87%) as represented in table 1 below.

Table 1 showing return response rate

CATEGORY	Questionnaires administered		Response rate from the questionnaire	
	Frequency	%	Frequency	%
Administrators	5	100	5	100
Planning and staff	12	100	10	83
Politicians	10	100	9	90
Community based services	8	100	6	75
Works and engineering	5	100	5	100
Health	5	100	5	100
Education	5	100	3	60
Total	50	100	43	87

Source: primary source, 2022

Basing on table 1above, the response rate was excellent for the study (Mugenda and Mugemda 1999). This response rate was realized after the researcher personally conducted the study herself with the respondents on the purpose of the study and the response rate was 87%.

Gender of respondents

The researcher sought to establish the gender of all respondents. The results were tabulated below.

Table 2 showing gender of respondents

Sex	Frequency	Percentage
Male	28	65
Female	15	35
Total	43	100

Source: primary source 2022

From table 2 above, it is evidenced that 28 (65%) of the respondents were male while 15 (35%) were female. This shows a gender imbalance associated with employment at Nansana municipality Wakiso district. This indicates that, more women are associates with starting up of business and employed in the small businesses in Uganda as compared to their male counterparts.

Respondents' age bracket

The researchers sought to establish the age group of respondents and the results are presented in table 3 below.

Table 3 below shows the age distribution of respondents.

Age bracket	Frequency	Percentage
18-24	4	9
25-34	6	14
35-44	11	26
45-54	15	35
55-above	7	16
Total	43	100

Source: primary source 2022

From table 3 above it is evidenced that 15 (35%) of the respondents are in the age group of 45-54, 11 (26%) are in 35-44, 7 (16%) between 5 and above, 6 (14%) were in 25-34 and 4(9%) are between 18-24 years.

Marital status of respondents

The researcher sought to examine the marital status of respondents since all categories were expected to bear families on their own and others with various responsibilities.

Table 4 showing marital status

Marital status	Frequency	Percentage
Married	32	74
Single	11	26
Total	23	100

From table 4, it is shown that 11 (26%) are single and 32 (74%) are married. This may be due to their age bracket since all of them are above 18 years of age.

Education back ground of respondents

The researcher thought to determine the level of education and how this level affects the decision of respondents. The result is presented

Table 5 showing education back ground of respondents

Education level	Frequency	Percentage
S.4 Certificate	1	2
S.6 Certificate	5	12
Diploma	17	40
Degree	18	42
Masters	2	4
Total	43	100

Source: primary source 2022

From table 5 it is shown that most of the respondents with 18 (42%) achieved a degree, 17 (40%) diploma, 5 (12%) S.6 Certificate, 2 (4%) masters and 1 (2%) had S.4 Certificates. This finding might be related to the kind of jobs that is associated with the municipality.

Working experience of respondents

The researchers sought to examine the number of years that respondents had at the job. This could give vivid evidence concerning the increasing fuel price and their businesses.

Table 6 showing respondents working experience

Year gap	Frequency	Percentage
1-5	26	60
6-10	11	26
11-20	5	12
21- above	1	2
Total	43	100

Source: primary source, 2022

From table 6, it is evidenced that most of the respondents had a working experience of about 1 to 5 years with 26 (60%), 11 (26%) 6-10, 5 (12%) 11-20 and 1 (2%) 21 and above. This finding might be due to the fact that Nansana municipality has just been promoted to the municipality few years earlier.

Effect of top management commitment (TMC) on organizational performance

This was the first objective of the study which sought to examine the effect of top management commitment (TCM) on organizational performance. The respondents were to indicate the level of agreement on the effect of top management on organizational performance to their observations and understanding using strongly agree, agree, not sure, disagree and strongly disagree.

Table 7 showing the effect of top management commitment (TCM) on organizational performance

No	Statement	Strongly agree		Agree		Not sure		disagree		Strongly disagree	
		F	%	F	%	F	%	F	%	F	%
1	Top management control is important in making effective decisions regarding the overall organizational factors.	21	49	19	44	3	7				
2	Top management provides an organization with necessary resources for implementation of organizations in puts.	26	60	11	26	3	7	2	5	1	2
3	Administrators implement a consistency supply chain.	17	40	18	42			2	5	3	7

4 Administrators maintain 24 56 18 42 1 2
management system which contains all the
processes related to quality of services.

5 Administrators provide the 32 74 10 23 1
organization with necessary human
resources required for the day to
day operation of organizations.
Activities.

6 Administrators ensure flexibility 41 95 2 5
and organizational changes to ensure
quality and work with the
changes in technology.

Source: primary source 2022

Pertinent to the findings in table 7 above, the study observed that 41(95%) respondents strongly agreed and 2 (5%) agreed that administrators ensure flexibility and organizational changes to ensure quality and work with the changes in technology which leads to organizational performance. The study further observed that 32 (74%) strongly agreed and 10 (23%) agreed that administrators provide the organization with necessary human resources required for the day-to-day operation of organizations which help organisations to obtain its set goals and objectives.

26(60%) strongly agreed and 11 (26%) who agrees among the respondents conveyed that top management provides an organization with necessary resources for implementation of organizations in puts. However on the contrary 2 (5%) disagreed and 1(2%) strongly disagrees on the subject matter and 3 (7%) were not sure of the statement. On analyzing the effect of maintaining management system which contains all the processes related to quality of services 24 (56%) strongly agreed and 18 (42%) also agreed positively on the subject but 1 (2%) was not sure of the statement.

The influence of customer focus (FC) on organizational performance.

This was the second objective of the study which sought to examine the effect of customer focus on organizational performance. The respondents were to indicate the level of agreement on the effect of customer focus on organizational performance to their observations and understanding using strongly agree, agree, not sure, disagree and strongly disagree.

Table 8 showing responses respondents on the influence of customer focus on organizational performance

No	Statement	Strongly agree		Agree		Not sure		Disagree		Strongly disagree	
F	%	F	%	F	%	F	%	F	%	F	%
1	Focusing on customers helps the municipality to have customer daily visits and experiences	21	49	18	42	3	7	1	2		
2	Customer focus helps organization decide on what products and services to offer to its customers.	41	95	2	5						
3	Customer focus foster an organizations culture dedicated to enhancing customer satisfaction	35	81	7	16		1		2		
4	Customer focus foster a company culture dedicated to enhancing strong customer relationships.	35	81	7	16		1		2		
5	Customer focus fosters customer service which improves customer acquisition through positive reviews and word-of mouth.	30	70	10	23	2	5			1	2

6 Customer relations give an 16 37 12 28 5 12 7 16 3 7
organization more insight into
customers' problems since it creates
an open channel of communication.

Source: primary source 2022

The key findings above in table 8 are based on the responses of respondents at Nansana municipality based on examining the influence of customer focus (FC) on organizational performance and the results are as follows. 41 (95%) strongly agreed and 2 (5%) agreed that Customer focus helps organization decide on what products and services to offer to its customers. On fostering an organizations culture dedicated to enhancing customer satisfaction and fostering a company culture dedicated to enhancing strong customer relationships 35(81%) strongly agreed, 7(16%) also agreed and 1 (2%) disagreed. This gives enhancing customer satisfaction and relationship a tie observation.

The researcher also observed that 30 (70%) strongly agreed and 10 (23%) agreed that Customer focus fosters customer service which improves customer acquisition through positive reviews and word-of mouth while 2 (5%) were not sure and 1 (2%) strongly agreed on the matter under observation.

The impact of employee involvement (EI) on organizational performance

This was the third objective of the study which sought to examine the impact of employee involvement on organizational performance. The respondents were to indicate the level of agreement on the impact of employee involvement on organizational performance to their observations and understanding using strongly agree, agree, not sure, disagree and strongly disagree.

Table 9 showing responses from respondents on the impact of employee involvement on organizational performance

No	Statement	Strongly agree		Agree		Not sure		Disagree		Strongly disagree	
F	%	F	%	F	%	F	%	F	%	F	%
1	Employee involvement leads to employee motivation which fosters quality of production and services.	43	100								
2	Employee involvement helps organizations to retain their employee and attract talent-based employees because of employee centric culture.	38	88	5	12						
3	Employee involvement natures a working and learning environment within an organization.	30	70	12	28	1	2				
4	Since employees are the driving factors of the execution of the day-to-day activities, their involvement helps an organization to attain its goals.	18	42	9	21	7	16	7	16	2	5
5	Employees' involvement brings about work plan and enthusiasm to their jobs.	12	28	10	23	8	19	10	23	3	7
6	Employee continuance commitment and normative commitment moderate the relationship between employee participation and organizational performance.	10	23	15	35	5	12	9	21	4	9

Source: Primary source 2022

The study begins by examining the impact of employee involvement (EI) on organizational performance and the results tabulated in table 9 are as follows; with regard to employee motivation fosters quality of production and services 43 (100%) of the respondents strongly agreed. This gives employee motivation a very critical point that every organization must aim at.

With Employee involvement helps organizations to retain their employee and attract talent-based employees 38 (88%) strongly agreed and 5 (12%) agreed that employee motivation is important to achieve it. The estimates for nurturing a working and learning environment within an organization are 30 (70%) strongly agreed and 12 (28%) agrees however 1 (2%) was not sure.

The trend for employees being the driving factors of the execution of the day-to-day activities and their involvement helps an organization to attain its goals changed from the first observed out comes of employee involvement. 18 (42%) strongly agreed and 9 (21%) also agreed however 7 (16%) disagreed and 2(5%) strongly disagreed. Here 7 (16%) among the respondents did not decide on any impact to the organizational performance. This might be due to the limitations of decision making within the employees' field of work.

Conclusion

In conclusion, the effect of total quality control is very important to consider for any organization to perform. It can be deduced that male is the most employees at Nansana municipality than their female counterparts. Participating members are able to indicate the effect of total quality control through examining the effect of top Management commitment, employee focus and employee involvement, therefore they may be reliable in extending organizational performance. The study concludes that Nansana municipality had taken a step ahead to implement total quality control to achieve its performance.

RECOMMENDATION

The study recommends Nansana municipality to involve its employee in decision making processes at all levels by delegating them with power and authority, adopt team-based structures and develop capabilities of their employees to perform well and compete with prevailing trends in its service delivery as well as focusing basically on its customers always.

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