

Quality Management And Its Impact On Operational Performance In Equity Bank, Wandegeya.

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Abstract

The study aimed at quality management and its impact on operational performance in equity bank, Wandegeya and it was guided by the following objectives; To assess the customer satisfaction and operational performance in Equity bank, Wandegeya branch, to establish the relationship between customer complaint management and operational performance in Equity bank, Wandegeya branch, to determine the relationship between service delivery and operational performance in Equity bank, Wandegeya branch and to find out the relationship between quality management and operational performance in Equity bank, Wandegeya branch. The researcher used both male and female respondents from Wandegeya from the top management, middle, and lower management of Wandegeya because the records management function of SDLG is stained with reports of loss of data, poor accountability and failure to guarantee satisfactory access to required information especially where digital systems were not used to create and keep records. From the findings, the respondents felt that the organization has entered into strategic partnerships with suppliers so as to ensure continued performance of the organization processes remain uninterrupted and had a mean score of 4.17 while the organization has effectively harnessed the potential benefits of establishing partnerships with suppliers had a mean score of 4.15. The Equity banks' top management needs to be totally involved in quality management development and implementation strategies within their organizations by making this process their number one priority. There is also need for Equity banks to prioritize employees' training on quality management process. This will empower employees to become more quality aware and also identify with the quality management process apart from contributing to improvement processes of the quality management strategy.

Keywords: Quality, Management, Operational And Performance

Background of the study.

Quality management refers to the set of procedures and processes implemented by an organization to ensure that its products consistently meet or exceed (Christopher et al., 2022). This concept focuses on the broad efforts of organizations to continuously improve performance in areas such as cost, quality (Benard, 2023), schedule and customer service. In addition, operational performance points to the company's ability to reduce administrative costs, cycle time, and improve material efficiency and distribution capacity. Most organizations consider operational performance to be essential in production, determining product quality, customer satisfaction and increasing revenue (Paul et al., 2023). In other words, operational performance is an internal reflection of the company's operational performance in terms of reducing costs, improving product quality, developing new products and increasing overall productivity, thus related to the quality of the company's operations in achieving its goals. Equity Bank Uganda Limited (EBUL) is an equity bank in Uganda (Lydia et al., 2023). It is licensed by BOU, CB and the National Banking Regulator, EBUL is a subsidiary of Equity Group of Holdings Limited, a financial services company based in Uganda with many subsidiaries in the African Great Lakes region. The joint stock bank was in 2008 and had very many employees more than 600 especially in 2018. But in July 2021 it has acquired many branches across the country and this includes 21 branches in Kampala where Wandegaya branch is one of them (Polycarp et al., 2023). It is one of the 6th largest CBs in Uganda with assets worth UGX 2.9 trillion (US and 745 million). A joint-stock bank provides banking services to individuals and small and medium enterprises (Turyatamba et al., 2022).

Operations management and quality management as a management discipline involves the efficient and effective management of an organization as a whole, such as financial institutions such as banks. It involves managing people inside and outside the organization. Many FIs have sought to create a competitive edge over others by establishing a set of operational controls, objectives based on quality, speed, reliability, flexibility and cost (Winny et al., 2023). These together define operational performance and most FIs have chosen to improve their performance by adopting quality management (TQM) practices. In addition, the study investigated the relationship between QM and operational management performance in a joint stock bank (Tasha et al., 2023). The independent variable was quality management and the structure of top, middle and lower management, and the dependent variable was operational performance, which represents efficiency in the bank.

Statement of the problem.

According to Hagerty, J.R. (2013) quality management is the act of overseeing all activities and tasks that must be accomplished to maintain the required level of excellence. This includes establishing a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement (Racheal et al., 2023).

According to Maxwell A. (2011); the banking sector has consistently been characterized by operational inefficiencies and poor customer service to deal with inefficiencies regarding public demands (Gracious, 2023). This can be achieved by identifying performance indicators that provide insight into operational progress and success to ensure that recent updates have positively impacted the bank's operations (Faridah et al., 2023).

To meet these challenges satisfactorily, banks need to adopt quality management practices that are relevant to firms of all sizes in all industries (Naeem et al., 2008). Reducing the number of personnel for each operation and increasing the responsibility of the remaining personnel (Ntirandekura et al., 2022). Development of a documentation system that documents detailed information about each operation. Updating procedures to increase efficiency.

Objectives of the study.

- 1 To assess the customer satisfaction and operational performance in Equity bank, Wandegeya branch.
- 2 To establish the relationship between customer complaint management and operational performance in Equity bank, Wandegeya branch.
- 3 To determine the relationship between service delivery and operational performance in Equity bank, Wandegeya branch.
- 4 To find out the relationship between quality management and operational performance in Equity bank, Wandegeya branch.

Methodology

The researcher used a descriptive research design with quantitative methods, so as to statistically control the extraneous variables and focus her study to the analysis of complex issues into smaller components for better understanding and control of study proceedings (Anwar et al., 2022). Wandegeya is a neighborhood within the city of Kampala, Uganda's capital and largest Metropolitan area and it lies in Kawempe division, one of the five administrative divisions of Kampala. Equity bank in Wandegeya had an estimated population of 55 employees (Nafiu et al., 2013). The researcher used both male and female respondents from Wandegeya from the top management, middle, and lower management of Wandegeya because the records management function of SDLG is stained with reports of loss of data, poor accountability and failure to guarantee satisfactory access to required information especially where digital systems were not used to create and keep records (A & Ahmed, 2019). Purposive sampling technique was used to select the key informants in Wandegeya who are deemed to be knowledgeable about the topic under study so as to avoid bias (Rasheed et al., 2022). This technique was used to attain information about ERMS from top management, middle, lower management employees of Equity bank, Wandegeya. Due to the large population of employees in Equity bank wandegeya, the researcher will take a representative sample of 48 respondents purposively using the sample size determination (Olanrewaju et al., 2021b) Table of Krejcie and Morgan (1970) which states that for a population of 48 respondents, therefore the researcher used a population sample size of 48 respondents. Therefore, the sample size included; 20 respondents from Top management, 20 respondents from Middle management and 8 respondents from Lower managements (Equity bank wandegeya Planning Unit, 2015; Appendix c).

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Table 1: Showing the Distribution of the Sample

Respondent	Sample Population
Top management	20
Middle management	20
Lower management	8
Total	48

The researcher used self-administered questionnaires of both open ended and close ended questionnaires in which written questions are presented and answered by the respondents in written form. The use of questionnaires ensured that there was wide coverage in terms of scope; they included consultations where it was due and responses were checked in case of doubt. After collecting the data, it was processed to manageable proportions for better presentation and analysis (Olanrewaju et al., 2021a). This involved editing, coding and presentation of quantitative data. Editing was concerned with detecting and correcting errors and ensuring completion of question answering. Field editing was employed to ensure that questionnaires are fully answered in respect to all relevant questions to the respondents (Olanrewaju et al., 2021a). The filled in questionnaires was checked for uniformity and errors was detected for the omitted questions. Coding involved processing of classified answers to questions into meaningful categories to develop an essential pattern. This helped the researcher to summarize the data and get frequency patterns which facilitated the tabulation data. Data was analyzed in form of tables, frequencies and percentages using SPSS & STATA (Nelson et al., 2022).

RESULTS

Table 2 Total Quality Management Implementation

Quality Management Practices		Frequency	Percentage
Top Administration Responsibility	Yes	48	0.0
	No	0	0.0
Employee Contribution	Yes	43	89.5
	No	5	10.4
Customer satisfaction	Yes	44	91.7
	No	4	8.3
Continuous Process Change	Yes	46	95.3
	No	2	4.7
Quality policy and Strategy Practices	Yes	46	95.3
	No	2	4.7
Supplier Partnership Practices	Yes	43	89.5
	No	5	10.4

Source: Research Data, (2023)

From the table 2, majority of the respondents do agree that Equity banks' have implemented total quality management practices, with the percentage range of implementation being between 89.5% - 100%, satisfying

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our objective one which aimed at demonstrating the extent to which quality management has been implemented by Equity banks in Uganda (Alex et al., 2023).

Table 3: The respondents were asked to discuss the influence of top management commitment to quality management implementation at their respective banks and the results are shown below.

Statement	N	Mean	Standard Deviation
Provision of satisfactory assets to the execution of Quality Management endeavors, especially, extensive interest in human and money related assets.	48	4.32	1.074
Performance evaluation of managers based on quality.	48	4.11	1.006
Inspiration, encouragement and recognition of employees' commitment to quality	48	4.15	0.930
Creating and sustaining a shared vision quality management at all levels of the organization.	48	4.26	1.040

Source: Research Data, (2023)

The results of this study provide strong support for the influence of TQM on quality service delivery through top management commitment. According to Crosby (1979), top management acts as a driver to quality implementation, creating values, goals and systems to satisfy customer expectation thus improve organizations' performance (Emmanuel et al., 2023). Provision of adequate resources to the implementation of quality management efforts, particularly, considerable investment in human and financial resources do contribute to quality management and had a mean score of 4.32. This agrees with the findings of Ahire et.al (2009), that allocation of adequate resources to quality improvement efforts must be provided to allow employees do their job (Emmanuel et al., 2023).

Table 4: The respondents were asked to discuss the influence of employee involvement to quality management implementation at their respective banks and the results are shown below.

Statement	N	Mean	Standard Deviation
Employees are provided the opportunity for involvement in quality management practices development and implementation.	48	4.14	0.960
Employees are motivated to improve on quality management practices implementation through rewards and incentives.	48	4.19	0.901
Employees effectively look for chances to improve their fitness, learning and experience	48	4.19	0.988

Source: Research Data, (2023)

Employee involvement is a means to better meet the organization's goals for quality and productivity at all levels of the organization. Involving employees, empowering them, and bringing them into the decision making process provides the opportunity for continuous process improvement. Employees are motivated to improve on quality management practices implementation through rewards and incentives and Employees effectively look for chances to improve their fitness, learning and experience both had a mean score of 4.19 and this is in accordance with (Turyatamba et al., 2022), whom expresses that supervisors should at all levels make nature for people to persuade themselves by setting up an uplifting state of mind, share the objectives that address individual and hierarchical needs, screen advance through periodical audit of execution, create intriguing work through occupation pivot, work expansion and employment enhancement, convey adequately and commending accomplishment through perceiving worker accomplishment.

Table 5: The respondents were asked to discuss the influence of customer satisfaction to quality management implementation at their respective banks and the results are shown below.

Statement	N	Mean	Standard Deviation
There is increased allocation of resources by the organization to customer satisfaction enhancement activities	48	4.22	1.056
Improved customer loyalty to the organization leading to repeat business	48	4.15	0.923
Increased customer referrals for the organization leading to increase in market share	48	4.26	1.019
Training of organization staff on how to understand and satisfactorily meet the customers' needs and expectation	48	4.18	1.021
Measuring customer satisfaction levels and acting on the results	48	4.15	0.923

Source: Research Data, (2023)

From the table 5 above the respondents do agree measuring customer satisfaction levels and acting on the results has an impact on Total Quality Management practices and this had a mean score of 4.15. This is in concurrence with the findings of Rootman et.al (2008), who expresses that client criticism must be constantly requested and checked as clients consistently alter their opinion, desires and providers (Racheal et al., 2023). Criticism empowers the association to: find client disappointment, find relative needs of value, contrast execution and the opposition, recognize clients' needs and decide open doors for development. Strategies for acquiring criticism from clients include: a remark card, client poll, center gathering, sans toll phone numbers, client visits, report card, the web and PCs, worker input and mass customization.

Table 6: The respondents were asked to discuss the influence of continuous improvement processes to quality management implementation at their respective banks and the results are shown below.

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Statement	N	Mean	Standard Deviation
Management and employees come together to embrace quality management as an organizational culture to be adopted by all.	48	4.14	0.965
Evaluating quality management practices to pick out areas that need improvement.	48	4.21	1.029
There is frequent re-training of employees to fill up any existing knowledge gap.	48	4.15	0.968

Source: Research Data, (2023)

From the table 6 above majority of the respondents do agree that there is frequent retraining of employees to fill up any existing knowledge gap and this had a mean score of 4.15 and management and employees come together to embrace quality management as an organizational culture to be adopted by all at a mean score of 4.14. This is in agreement with the findings of (Faridah et al., 2023) that states that, persistent process change is intended to use the assets of the association to accomplish a quality-driven culture. People must think, act, and talk quality. An association endeavors to achieve a determined connection amongst quality and work execution by instructing its representatives to constantly dissect and enhance their own particular work, the procedures and their own particular gathering through detailing of group building, cooperating to enhance quality and changing administration style toward aggregate critical thinking.

Table 7: The respondents were asked to discuss the influence of Quality Policy and Strategy Practices to quality management implementation at their respective banks and the results are shown below.

	N	Mean	Standard Deviation
Strategy synergy enables the organization to deliver quality products and services to the final consumer	48	4.26	1.008
Strategies development and implementation, has enabled management and employees to shape the external business environment, limit internal and external threats and to take advantage of business opportunities	48	4.04	0.864
Strategic planning has resulted in customer and employee satisfaction.	48	4.19	0.970

Source: Research Data, (2023)

From the table 7, the respondents do concur that strategy synergy enables the organization to deliver quality products and services to the final consumer and it had a mean score of 4.26. This is in agreement with Karia and Asaari, (2006) whom demonstrated that organizations which arrange deliberately for the most part beat those which don't, as far as deals development, income's development, store development, return on resources, return

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on value, return on deals, and profit for aggregate contributed capital. Such advantages are considerably higher in more turbulent situations (Annet et al., 2023).

Table 8: The respondents were asked to discuss the influence of Supplier Partnerships Practices to quality management implementation at their respective banks and the results are shown below.

Statement	N	Mean	Standard Deviation
The organization has effectively harnessed the potential benefits of establishing partnerships with suppliers	48	4.15	0.920
The organization has entered into strategic partnerships with suppliers so as to ensure continued performance of the organization processes remain uninterrupted	48	4.17	0.956

Source: Research Data, (2023)

In order for both parties to succeed and business to grow a partnership is required. From the table 8 above the respondents felt that the organization has entered into strategic partnerships with suppliers so as to ensure continued performance of the organization processes remain uninterrupted and had a mean score of 4.17 while the organization has effectively harnessed the potential benefits of establishing partnerships with suppliers had a mean score of 4.15. This is in line with the findings of Juran, and Oakland (2000) who state that companies should treat their suppliers as long-term partners as they are integral part of the organizations business operations. Quality management practices facilitate foundation of associations with providers and clients in order to advance and encourage correspondence with the point of commonly enhancing the adequacy and proficiency of procedures that make esteem.

Total Quality Management Practices and Profitability in Equity Banks in Uganda

This section addresses objective two which sought to establish the relationship between total quality management implementation and performance of Equity banks in Uganda.

The results shown on table 9 below sought to establish the regression between profitability of Equity banks in Uganda and total quality practices. The degree to which total quality practices are related to profitability of Equity banks is expressed in the positive correlation coefficient (r) = 0.351 and coefficient of determination, (r^2) = 0.123 as shown on table 4.7 below. This implies that the six independent variables together predict about 12.3 % of the profitability of Equity banks.

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.351 ^a	.123	-.059	6331.04694

Source: Research Data, (2023)

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ANOVA Results

Analysis of variance was used to test the significance of the regression model as pertains to differences in means of the dependent and independent variables as shown on table 4.9 below. The ANOVA test produced an F-value of 0.678 which is significant at $p=0.669$. This depicts that the regression model is not significant at 95% confidence level (Nelson et al., 2023). Thus the regression model is not statistically significant in predicting how Supplier partnership practices, Employee involvement, Quality policy and strategy practices, Management commitment, Customer satisfaction, Continuous process Improvement affect profitability of Equity banks in Uganda, thus we address objective two of our research.

Table 10 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	162934402.335	6	27155733.723	.678	.669 ^b
Residual	1162382504.415	29	40082155.325		
Total	1325316906.750	35			

Source: Research Data, (2023)

Multiple Regressions between Independent and Dependent Variables

The study sought to establish the extent to which Supplier partnership practices (SPP), Employee Contribution (EC), Quality policy and strategy practices (QPSP), Top Administration Responsibility (TA), Customer satisfaction (CS) and Continuous Process Change (CPC) affect profitability of Equity banks in Uganda (PPB).

Table 11 below shows that Employee Contribution, Quality policy and strategy practices and Customer satisfaction practices have negative coefficients, implying that these independent variables negatively predict profitability of Equity banks in Uganda while Management commitment, continuous process improvement and supplier partnership practices have positive coefficients, implying that these independent variables positively predict profitability of Equity banks in Uganda but the model is not significant. .

The results of the study further indicate that p-value of = (0.271) for Top Administration Responsibility, (0.620) for Employee Contribution, (.961) for Customer satisfaction, (0.836) for Continuous Process Change, (0.221) for Quality policy and strategy practices and (0.419) for Supplier partnership practices are larger than the significance level of 0.05. The implications of these results is that there is a statistical non-significant relationship between Top Administration Responsibility, Employee Contribution, Customer satisfaction, Continuous Process Change, Quality policy and strategy practices, Supplier partnership practices and profitability of Equity banks in Uganda (Faridah et al., 2023). Other factors affect profitability / market share performance of Equity banks' in Uganda such as the state of the Ugandan economy, if there is inflation the profits will deep and if there's economic boom the profits will grow. Secondly, industry regulation, i.e. with the loan caps in Uganda, banks' will record a significant drop in their profit margins as a result of reduction in interest earned margins. Thirdly is the brand power of the Equity banks', i.e. tier I banks' do have a reputation of too big to fail in the market therefore they easily get client accounts, deposits and loans as compared to tier II and tier III banks' Therefore, we address objective two of our research.

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Table 11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1255.163	18028.658		-.070	.945
Top Administration	598.474	533.290	.259	1.122	.271
Responsibility	-266.206	531.388	-.120	-.501	.620
Employee Contribution			-.013		
Customer satisfaction	-22.417	459.214		-.049	.961
Continuous process					
Change	141.212	675.475	.066	.209	.836
Quality policy and strategy practices	-772.466	618.106	-.260	-1.250	.221
Supplier partnership practices	466.526	569.652	.185	.819	.419

Source: Research Data, (2016)

Total Quality Management Practices and Market Share in Equity Banks in Uganda

The results shown on table 12 below sought to establish the regression between market share of Equity banks in Uganda and total quality practices. The degree to which total quality practices are related to market share performance of Equity banks is expressed in the positive correlation coefficient (r) = 0.311 and coefficient of determination, (r^2) = 0.097 as shown on table 12 below (Nelson et al., 2023). This implies that the six independent variables together predict about 9.7 % of the market share of Equity banks' in Uganda.

Table 12 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
	.311 ^a	.097	-.097		3.54293

Source: Research Data, (2023)

ANOVA Results

Analysis of variance was used to test the significance of the regression model as pertains to differences in means of the dependent and independent variables as shown on table 4.12 below. The ANOVA test produced an F-value of 0.501 which is significant at $p=0.802$. This depicts that the regression model is not significant at 95%

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confidence level. Thus the regression model is not statistically significant in predicting how Supplier partnership practices, Employee involvement, Quality policy and strategy practices, Management commitment, Customer satisfaction, Continuous process Improvement and Top Management Commitment affect market share of Equity banks in Uganda.

Therefore, we address objective two of our research.

Table 13 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	37.748	6	6.291	.501	.802 ^b
Residual	351.467	28	12.552		
Total	389.214	34			

Source: Research Data, (2023)

Multiple Regressions between Independent and Dependent Variables

The findings on table 4.13 below are based on the following regression model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + e$$

Where;

Y= Market share of Equity banks.

X1= Top Administration Responsibility

X2= Employee Contribution

X3= Customer satisfaction

X4= Continuous Process Change

X5= Quality policy and strategy practices

X6= Supplier partnership practices

$\beta_0\beta_1\beta_2\beta_3\beta_4\beta_5\beta_6$ is the coefficient of the variables.

e is the error term

The study sought to establish the extent to which Supplier partnership practices (SPP),

Employee Contribution (EC), Quality policy and strategy practices (QPSP), Top Administration Responsibility (TA), Customer satisfaction (CS) and Continuous Process Change (CPC) affect market share of Equity banks in Uganda (MSPB).

Hence the regression model became:

$$MSPB = \beta_0 + \beta_1TA + \beta_2EC + \beta_3CS + \beta_4CPC + \beta_5QPSP + \beta_6SPP + e$$

Therefore, Table 13 below shows that Employee Contribution, Customer satisfaction and Quality policy and Strategy Practices have negative coefficients, implying that these independent variables negatively predict market share of Equity banks in Uganda. Top Administration Responsibility, Continuous process Change and Supplier partnership practices have positive coefficients implying that these independent variables positively predict market share of Equity banks in Uganda but the model is not significant.

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The results of the study further indicate that p-value of = (0. 545) for Top Administration Responsibility, (0. 611) for Employee Contribution, (.904) for Customer satisfaction, (0. 819) for Continuous Process Change, (0. 280) for Quality policy and strategy practices and (0. 388) for Supplier partnership practices are larger than the significance level of 0.05. The implication of these results is that there is no statistically significant relationship between Supplier partnership practices, Employee involvement, Quality policy and strategy practices, Management commitment, Customer satisfaction and

Continuous Process Improvement practices with market share of Equity banks in Uganda. Other factors affect profitability / market share performance of Equity banks' in Uganda such as the state of the Ugandan economy, if there is inflation the profits will deep and if there's economic boom the profits will grow. Secondly, industry regulation, i.e. with the loan caps in Uganda, banks' will record a significant drop in their profit margins as a result of reduction in interest earned margins. Thirdly is the brand power of the Equity banks', i.e. tier I banks' do have a reputation of too big to fail in the market therefore they easily get client accounts, deposits and loans as compared to tier II and tier III banks' Therefore, we address objective two of our research.

Table 14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.424	10.225		.433	.669
Top Administration Responsibility	.187	.306	.149	.612	.545
Employee Contribution	-.164	.320	-.135	-.514	.611
Customer satisfaction	-.032	.267	-.035	-.121	.904
Continuous process change	.088	.381	.076	.231	.819
Quality policy and Strategy Practices	-.383	.348	-.238	-1.102	.280
Supplier Partnership Practices	.281	.321	.205	.876	.388

Source: Research Data, (2023)

Discussion of Findings

Results of the study shows a statistically insignificant relationship between TQM practices and performance of Equity banks' in Uganda, i.e. TQM practices predict

12.3 % of profitability of Equity banks' and 9.7 % of market share of Equity. Performance of Equity banks in Uganda, that is operating profitably and increase in their market share could be as a result of other factors other than total quality management practices application within an organization, i.e. Deming's theory that emphasizes fourteen points total quality management as follows: Create consistency of reason, receive the new theory, stop conditions' on mass investigations, don't grant business based upon the value, go for ceaseless generation and administration change, get front line at work preparing, actualize bleeding edge techniques for

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authority, abrogate fear from the organization, deconstruct departmental obstructions, dispose of amount based work objectives, dispose of quantities and norms, bolster pride of craftsmanship, guarantee everybody is prepared and instructed and ensure the top administration structure underpins the past thirteen focuses.

The study could also have arrived at a statistically insignificant relationship between total quality management practices and performance of Equity banks' in Uganda because other factors affect profitability / market share performance of Equity banks' in Uganda such as the state of the Ugandan economy, if there is inflation the profits will deep and if there's economic boom the profits will grow. Secondly, industry regulation, i.e. with the loan caps in Uganda, banks' will record a significant drop in their profit margins as a result of reduction in interest earned margins. Thirdly is the brand power of the Equity banks', i.e. tier I banks' do have a reputation of too big to fail in the market therefore they easily get client accounts, deposits and loans as compared to tier II and tier III banks' whom most customers do fear given the collapse of Dubai Bank, Imperial

Bank and Chase Bank (K). This has resulted in a situation where Tier I banks' do have excess liquidity thus can easily engage in business and record significant profit margins as compared to their Tier II and III counterparts some of whom are battling liquidity issues resulting in mergers and acquisitions such as Oriental Bank which was acquired by M-Bank of Tanzania and also deep in profits if not loss recording. Fourthly, Equity banks' profit levels and market share performance is also affected by strategies of operations deployed, i.e. adopting technology into the core banks' operations so as to serve clients' effectively and efficiently plus reducing the levels of recurrent expenditures. Therefore, this study achieved objective two that sought establish the relationship between quality management implementation and performance of Equity banks in Uganda.

Conclusion

The study revealed that customer satisfaction importance to organization performance from the respondents' point of view is that increased customer referrals for the organization lead to increase in market share at a mean of 4.26. Having increased allocation of resources by the organization to customer satisfaction enhancement activities had a mean score of 4.22. Training of organization staff on how to understand and satisfactorily meet the customers' needs and expectation had a mean score of 4.18. Lastly improved customer loyalty to the organization leading to repeat business and measuring customer satisfaction levels and acting on the results had a tied mean score of 4.15. The results do support objective one that sought to demonstrate the extent to which quality management has been implemented by Equity banks in Uganda and objective two which sought to establish a relationship between TQM implementation and performance of Ugandan banks.

Recommendations

The study having explored the relationship between total quality management implementation and performance of Equity banks' in Uganda, recommended that Equity banks' in Uganda need to implement an organizational culture amongst her stakeholders so as to enable smooth implementation of quality management practices that facilitate employee contribution, customer satisfaction and continuous process change strategies within Equity banks'.

There is also need for the top management to constantly seek feedback from the organizations' stakeholders, e.g. suppliers, clients and staff, on how they can improve on quality management and act on the feedback. The

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Equity banks' top management needs to set simple, clear, measurable and achievable objectives that will guide the organizations to the right path strategically. There is also need to allocate adequate resources both financial and human resource so as to facilitate the achievement of those objectives and subsequent improvement of quality management practices and performance of Equity banks.

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