
Total quality Management And Its Impact On Performance Of Manufacturing Companies, A Case Study Of Bidco Uganda Limited.

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Abstract

The study aimed at total quality management and its impact on performance of manufacturing companies with a case study of BIDCO Uganda Limited and it was guided by the following objectives; To find out the relationship between TQM practices& organizational performance, to examine the different TQM practices employed by Bidco Uganda Limited and to find out the limitations to the implementation of TQM at Bidco Uganda Limited. The sample size is 20 respondents of which 10 are general staff, 7 are from the Quality department and 3 are managers of Bidco Uganda Limited. This research used self-administered questionnaires for the respondents. These were distributed among the staff in their respective departments. The justification for using, the instrument is that questionnaires are easy to quantify and analyze.

The findings indicated that 33.3% and 33.3% of the respondents strongly agreed and agreed respectively, 23.4% strongly disagreed, and 10% of the respondents were not sure that continuous physical checking of items in BIDCO stores and preventing absolute supply contributed to high level of Total Quality management. The majority 66.6% of the respondents agreed that continuous physical checking of items in BIDCO stores and preventing absolute supply contributed to high level of Total Quality management which had led to high performance in production. BIDCO Company should also improve on the communication skills between the different Departments for example Total Quality and supply Department and production.

Keywords: Total quality, Management, Performance and Manufacturing Companies

Background of the study

Economic globalization brings both challenges and opportunities for industrial companies in Uganda (Benard, 2023). In most cases, manufacturing companies are confronted with a demanding and increasingly competitive environment (Annet et al., 2023). Therefore, they should be able to create conditions that support them in the domestic and international markets. Adopting and implementing a set of operations management practices is one of the many ways to win the competition in the market (Abiodun & Hamadi, 2021). There are many forms of best practices in operations management, such as Just

in Time (JIT), Material Requirements Planning (MRP), Six Sigma, Lean Manufacturing, Enterprise Resources Planning (ERP), Supply Chain Management (SCM) and Total Management quality (TQM). One of the best forms of operations management practices is Total Quality Management (TQM). It has received much attention in the last two decades (Alex & Kazaara, 2023).

The principles and techniques of total quality management (TQM) are now a well-accepted part of almost every manager's "tool kit". According to (Racheal et al., 2023), most large firms have adopted

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TQM in some form and official quality awards are a badge of honor, whether the company operates in Uganda, Japan, Nigeria, USA, Europe or Australia. The implementation of TQM is a significant organizational change that requires, among other things, the transformation of the culture, processes, strategic priorities and beliefs of the organization (Christopher, Muhindo et al., 2022). Globally, in developed countries such as Japan and Germany, companies today face incredible pressure to continuously improve the quality of their products to remain competitive while reducing costs to meet ever-changing environmental demands and customer needs (K. Faridah et al., 2023). In Asia, the most successful organizations have found that the basic principles of Total Quality Management are essential for effective management practices and continue to represent a sound approach to achieving business success (K. Faridah et al., 2023). The real challenge today is to ensure that managers do not lose sight of the fundamental principles underlying quality management and performance excellence. The global market, domestic and international competition have made organizations around the world realize that

Problem statement

The soft drinks/beverage industry in Uganda is expanding at an increasing rate and becoming intensely competitive with potential players entering the market (Allan et al., 2023). As such, every organization needs to adopt some strategies that enable it to have a competitive advantage over others and improve its performance (Jallow et al., 2022). Many firms in the beverage or soft drink industry play an important role in production and are contributors to national income (Lydia et al., 2023). The income and skills gained by this sector contribute to faster national income growth; the expansion of the system contributes to a more equal sharing of the national income, but there is poor quality management in the system, but according to (Winny et al., 2023), he suggested that the problem is solved by constantly improving its products and delivering goods and services on time. As competition intensifies, many firms continue to seek profitable ways to differentiate themselves from competitors, and adopting TQM practices is one

their survival depends on high quality products (Turyatamba et al., 2022).

In Nigeria, Total Quality Management is a management philosophy with a vision to build a corporate culture characterized by increased customer satisfaction through continuous improvement in which all employees actively participate (N. Faridah et al., 2023). Total Quality Management (TQM) is a leading world management method. Companies use TQM to improve their productivity and service quality with the hope of improving typical measures of business performance such as increased profit, increased market share, and reduced costs (Nelson, Christopher, Teddy, et al., 2022).

Currently in Uganda, Seta d attributor's Ltd's economic position at the top is not guaranteed to remain at the top due to competition from companies such as Century Bottling Company (Coca Cola) and Crown Beverages Limited (Pepsi). In order to gain a competitive advantage, companies try to adopt quality management programs and productivity improvement programs because quality is and always has been important to people and companies (N. Faridah et al., 2023).

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method (Tasha et al., 2023). The current research will seek to stabilize the effect of TQM as a source of operational competitiveness in Bidco Uganda Limited

Specific Objectives

1. To find out the relationship between TQM practices& organizational performance.
2. To examine the different TQM practices employed by Bidco Uganda Limited
3. To find out the limitations to the implementation of TQM at Bidco Uganda Limited

Methodology

The study was both qualitative and quantitative in nature. Descriptive research design was used in order to garner information concerning the current status of the phenomenon in the study and to describe the situation in respect to variables under study at Bidco Uganda Limited, Cross-sectional survey research design is also be used to capture respondents' views, attitudes and opinions on the topic under study at once and from a number of categories of people (Nafiu et al., 2012).

Quantitative design was used to process data which quantifies in numeric nature. For example the respondents' age, income, costs among others. According to (A & Ahmed, 2019), quantitative research helps in getting an in-depth analysis of the problem under investigation.

This was to describe qualitative data which may not be quantified in numbers. This includes respondents' opinions and ideas (Olanrewaju et al., 2021b). Qualitative research is also be applied in order to describe current conditions or to investigate relationships, including effects relationships. In addition, it helped me in answering questions concerning current state of the subject under study (Nafiu et al., 2017).

The study population constitute mainly Bidco Uganda Limited staff especially those working in the Quality organisation department population is chosen because it's assumed to have adequate knowledge of the subject matter under investigation and research variables under investigation.

The researcher employed several techniques to select the appropriate sample of the study. These include both probability and non-probability sampling techniques (Lu et al., 2013).

In the study, a purposive sampling, a non-probability sampling techniques is be employed in selecting respondents from the population. The technique enables the study to give the opportunity to only eligible participants by selecting from each unit within the population of study. In the case, the researcher ensures that participants from different categories have equal chance to participate.

This study employed purposive sampling, cluster sampling and simple random sampling procedures. Purposive sampling is used to identify respondents like Bidco Uganda Limited managers who are few and hard to access (Nafiu et al., 2013). Cluster sampling is used to classify the respondents according to the relevant departments like Quality Assorganisationnce, Finance and managers. Then simple random sampling is be used to identify respondents in the different clusters.

The sample size is 20 respondents of which 10 are general staff, 7 are from the Quality department and 3 are managers of Bidco Uganda Limited. This research used self-administered questionnaires for the respondents. These were distributed among the staff in their respective departments. The justification for using the instrument is that questionnaires are easy to quantify and analyze. In addition, questionnaires are used because the study focused on opinions, attitudes, feelings and perceptions of respondents (Olanrewaju & Abiodun, 2021). Data was analyzed and presented using descriptive statistics using tables, frequencies and percentages. Qualitative data analysis is done from narrations as well as recordings to be done during face to face interviews and also through observation (Nafiu, 2012). The researcher is use quick impressionist summary in analyzing qualitative data, key findings is be summarized by noting down frequent responses of the respondents during interviews on various issues concerning TQM and how it impacts performance of the organization (Rasheed et al., 2022). The technique of qualitative data analysis is chosen because it is save time and is not very expensive. Interviews is be listened to attentively in order to identify the emerging themes and through sorting, recording, reflection and interpretation of the meaning of data (Olanrewaju et al., 2021a). Data was analyzed inform of tables, frequencies and percentages using SPSS & STATA (Nelson, Christopher, & Milton, 2022)

RESULTS

Table 1 showing percentage responses whether Total Quality management in BIDCO leads to better work levels required by the Organization to prevent under and overworking respectively.

Item	Response number	Percentage (%)
Strongly Agree	14	46.7
Agree	10	33.3
Not sure	06	20
Strongly Disagree	00	-
Disagree	00	-
Total	30	100

Source: Primary data

Table 1 above showed that 46.7% and 33.3% of the respondents strongly agreed and agreed respectively, 20% of the respondents were not sure.

The majority of 80% of the respondents agreed that BIDCO maintains reasonable work levels required by the Organization to prevent under and overworking (Ivan et al., 2023).

This was supported by Bogallath (2019) “Total Quality management leads to maintenance of reasonable work levels required by the Organization”

Table 2 showing percentage responses whether BIDCO Company applies Total Quality management techniques like ABC analysis, Total Quality turnover ratio and economic order quantity.

Item	Response number	Percentage (%)
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Strongly Agree	10	33.3
Agree	12	40
Not sure	00	-
Strongly Disagree	00	-
Disagree	08	26.7
Total	30	100

Source: Primary data

According to table 2 above indicated that 33.3% and 40% of the respondents strongly agreed and agreed respectively, while 26.7% of the respondents disagreed. This showed that majority of 73% of the respondents agreed that BIDCO uses ABC analysis and economic order quantity in its Total Quality management system (K. Faridah et al., 2023).

This was in agreement with Arora (2018) who argued that “various measures commonly used for material control are as follows, level setting, Economic Order Quantity, Total Quality turnover ratio ABC analysis among others.

Table 3 below showing percentage response whether BIDCO company has high rate of work discrepancies in the warehouse by employees leading to poor Total Quality management.

Item	Number of responses	Percentage (%)
Strongly Agree	02	6.6
Agree	11	36.6
Not sure	13	43.3
Strongly Disagree	00	-
Disagree	04	13.3
Total	30	100

Source: Primary data

Table 3 above showed that 6.6% and 36.6% of the respondents strongly agreed and agreed respectively, 13.3% disagreed and 43.3% of the respondents were not sure.

This reflected that majority of the respondents were not sure whether high rate of work discrepancies had led to the poor Total Quality management in BIDCO company limited (Benard, 2023).

This was supported by the Acting General manager of Minister of Gender and labour (2006) who stated that “High rate of poor work control and other discrepancies had led to large quantities of drugs with low uptake to expire”.

Table 4 below showing percentage response on whether poor quality control management of purchases, storage and consumption of material handled to poor Total Quality management in BIDCO Company limited.

Item	Response number	Percentage (%)
Strongly Agree	13	43.3

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Agree	07	23.3
Not sure	08	26.6
Strongly Disagree	00	-
Disagree	02	6.6
Total	30	100

Source: Primary data

From the above table, indicated that 43.3% and 23.3% of the respondents strongly agreed and agreed respectively, 6.6% of the respondents disagreed and 26.6% were not sure. Therefore 66% of the respondents as majority agreed that poor control of purchases, storage and consumption of materials in the store had led to poor Total Quality management in BIDCO Company limited.

This was backed by Arora (2022) “a Financial resource of the business is embraced by control of purchases, storage and consumption of materials in the store” (Akankwasa et al., 2022).

BIDCO Company’s performance is based on the innovation and efficiency in product quality?

Table 5 below showing percentage response on whether BIDCO performance was based on innovation and efficiency in product quality?

Item	Response number	Percentage (%)
Strongly Agree	14	46.6
Agree	06	20
Not sure	02	6.6
Strongly Disagree	08	26.6
Disagree	00	-
Total	30	100

Source: Primary data.

According to table 5 above, 46.6% and 20% of the respondents strongly agreed and agreed respectively, 26.6% strongly disagreed and 6.6% of the respondents were not sure.

The majority 66.6% of the respondents agreed that BIDCO Company’s performance was based on innovation and efficiency in product quality (Christopher, Komunda, et al., 2022).

This was in agreement with Wikipedia (2017) “Performance is linked with innovation through improvement in efficiency, Quality products or services”.

High level of effectiveness and efficiency of staffs has led to good performance of BIDCO Company limited in terms of productivity.

Table 6 below showing percentage response on whether high level of effectiveness and efficiency of staff had led to good performance of BIDCO Company limited.

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Item	Response number	Percentage (%)
Strongly Agree	12	40
Agree	10	34
Not sure	00	-
Strongly Disagree	04	13
Disagree	04	13
Total	30	100

Source: Primary data

According to table 6 above indicated that 40% and 34% of the respondents strongly agreed and agreed respectively, 13% and 13% of the respondents strongly disagreed and disagreed respectively. Thus 74% of the respondents as the majority agreed that high level of effectiveness and efficiency of staff had led to good performance of BIDCO Company limited.

This indicated that high level of effectiveness and efficiency of staff had led to high output in BIDCO Company limited (Paul & Kazaara, 2023).

This was supported by Rahman (PDF 2018) who asserted that “Performance is connected to the ideas of effectiveness and efficiency”.

Table 7 below showing percentage response whether the performance of BIDCO Company strongly depended on control on ordering rates, storage and regulations in the use of components in production of goods or services.

Item	Response number	Percentage
Strongly Agree	17	56.7
Agree	05	16.7
Not sure	00	-
Strongly Disagree	01	3.3
Disagree	07	23.3
Total	30	100

Source: Primary data

Table 7 above revealed that 56.7% and 16.7% of the respondents strongly agreed and agreed respectively, 3.3% and 23.3% strongly disagreed and disagreed respectively.

The majority 73.4% of the respondents agreed that BIDCO Company performance strongly depended on control on ordering rates, storage and regulation in the use of components during production of goods and services (Nelson et al., 2023).

This was in agreement with Rahman (2018). “Control on ordering rates; storage and use of components directly affect the performance of an Organization

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Table 8 below showing percentage response on whether frequent performance appraisal of employees had contributed to BIDCO Company's performance?

Item	Response number	Percentage (%)
Strongly Agree	16	53.3
Agree	14	46.7
Not sure	00	-
Strongly Disagree	00	-
Disagree	00	-
Total	30	100

Source: primary data

According to the table 8 above showed that 53.3% and 46.7% of the respondents strongly agreed and agreed respectively, whereas None of the respondents Disagreed nor Not sure.

This clearly reflected that all the respondents agreed that frequent performance appraisal of employees in BIDCO strongly contributed to its performance. This was in line with the interview conducted with the Human Resource Personnel who agreed that the frequent performance appraisal is conducted in order to ensure quality performance

Table 9 below showing percentage response on whether proper Total Quality management had led to high level of consistence in production in BIDCO Company limited?

Item	Response Number	Percentage (%)
Strongly Agree	15	50
Agree	09	30
Not sure	04	13.3
Strongly Disagree	02	6.7
Disagree	00	-
Total	30	100

Source: Primary data.

Table 9 above indicated that 50% and 30% of the respondents strongly agreed and agreed respectively. 6.7% strongly disagreed whereas 13.3 % of the respondents were not sure.

This proved that, majority 80% of the respondents agreed that proper Total Quality management had led to high level of consistence in production of BIDCO Company limited.

This was supported by Lucy (2017) and (1993). "Work control contributes to a direct relationship with marketing, purchasing and production which in turn contribute to the performance of an Organization".

The continuous physical checking of items and the system of preventing absolute supply alongside opening and closing/ balancing, inform of receipts and issues has led to high rate of productivity in BIDCO Company limited?

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Table 10 showing percentage response on whether BIDCO Company's continuous physical checking and system of preventing absolute supply alongside opening and balancing inform of receipts and issues had led to high level of Total Quality management leading to high rate of productivity?

Item	Response Number	Percentage (%)
Strongly Agree	10	33.3
Agree	10	33.3
Not sure	03	10
Strongly Disagree	07	23.4
Disagree	00	-
Total	30	100

Source: Primary data

The findings from table 10 indicated that 33.3% and 33.3% of the respondents strongly agreed and agreed respectively, 23.4% strongly disagreed, and 10% of the respondents were not sure.

The majority 66.6% of the respondents agreed that continuous physical checking of items in BIDCO stores and preventing absolute supply contributed to high level of Total Quality management which had led to high performance in production.

This was in line with Kamukama (2019) who asserted that management of Total Quality on work control of an Organization must deal with continuous physical checking of items and records, identification system of preventing absolute supply in addition to opening and closing balances in form of receipts and issues.

Conclusion Of The Findings

In conclusion BIDCO Company maintained reasonable work level required by the Organization, uses ABC analysis, Total Quality turnover ratio and economic Order quantity as its Total Quality control techniques does not have high rate of discrepancies.

Furthermore, BIDCO's performance depended on Total Quality and efficiency in product quality, high level of effectiveness and efficiency of employees and control of purchases, storage and regulations in the use of components in the production of goods and services.

There was a proportionate relationship between Total Quality management and performance of BIDCO Company limited.

Recommendation

There is need to improve on the Total Quality management system especially in overworking and under working. BIDCO should also employ more staff in the Total Quality Management Department to improve on the level of performance.

BIDCO Company limited should also improve on the technology used in the Total Quality management for instance the use of work cards and work register.

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BIDCO Company should also involve employees in decision making especially in their respective fields for example in the stores Department.

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