

Total Quality Management And Organizational Performance. A Case Study Of Mukwano Industries**Niwahereza Joan¹, Otim John William²****1, 2 Metropolitan International University****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 exists 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 exists 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 exists 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.

Keywords: management commitment, Organizational Performance, customer focus and employee involvement

Background of the study

Intervening in quality management practices has produced an excellent impact on rampant organizational efforts (Lydia et al., 2023). Previous research has shown that when quality management practices are implemented, positive effects within an organizational network can testify to its implementation. Quality management is any practice that

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produces better products while reducing costs and increasing the level of consumer satisfaction (Nelson et al., 2022). Customer satisfaction is usually defined as the product's post-purchase comparison between expected performance and pre-purchase expectations (Damasus et al., 2023). The intervention of quality management practices in organizations is necessary because the extension of human resource practices leads to an increase in organizational performance. Previous studies show that radical problems regarding quality management practices have occurred in various industries and have been resolved by the intervention of a state-of-the-art quality control cell. Manufacturing firms worldwide apply quality management practices primarily to satisfy customer satisfaction (Racheal et al., 2023).

The expected results of quality management are better organizational performance, increased productivity, efficient processes, and competitive goods and services that satisfy consumers and increase organizational competitiveness (Turyatamba et al., 2022). Organizational performance emerges as the most critical variable when looking at administration and undoubtedly the most necessary indicator of hierarchical success. A primary condition that is important to improve and achieve excellence in business is the creation and implementation of an association performance measurement framework (Ntirandekura et al., 2022). As Robert Kaplan (2003) states, "Each association must develop and communicate performance measurement approaches to reflect its particular methodology. A quick part of performance estimation is checking the association's progress toward its goals. Another essential part of the performance estimation framework is to inform people about angles that are critical to achieving success and distinguish areas that need change (Ivan et al., 2023).

In today's aggressive environment, it is imperative that the business base stays ahead of the competition and consistently meets client needs. Quality administrative practices were generally updated, although several associations achieved incredible success, various activities failed (Paul et al., 2023). Numerous studies have begun to examine the widespread use of value management in all associations and argue that part of quality management practices are subject to hierarchical settings such as industry, firm size, and country (Paul et al., 2023).

Quality management is a managerial approach focused on the cooperation of the inherent managerial tendencies of planning, control and improvement. It depends on the accompanying standards: quality integration, quality first, consumer loyalty, continuous change, continuous improvement, factual decision-making and workforce involvement (Winny et al., 2023). Defining quality can be a difficult matter because the appeal of quality is unique to individuals. The role of people who define quality also plays a big role in its definition. Clients or customers may have trouble defining quality, but they can tell what it is when they see it. To illustrate, the definition of a quality shoe can get a difference of opinion between two people. One person may see shoes as high quality while another may see them as low quality (Racheal et al., 2023). Difficulties with the definition of quality exist regardless of the product and at the same time regardless of the manufacturing or service industry.

The evolution of quality management since its early beginnings reveals that the foundations were laid centuries ago, but its development took place in different directions (Alex & Kazaara, 2023). From the initial focus of quality management, which was to control the final product according to standards, the effort has been to eliminate product

failure. In the recent past, the thinking of quality management has moved from the workplace to other fields, it has become clear that every function of the enterprise contributes to the result and therefore must be subjected to a certain quality standard (F. Christopher et al., 2022). . In addition, the terminology of quality management has evolved from when it was known as inspection to quality control, which has evolved to quality assurance. As if it is not complete in maturity and the evolution is still continuing until the present (Hoyle, 2007).

Problem Statement:

In today's dynamic and competitive business environment, organizations face significant challenges in achieving and maintaining high levels of organizational performance (Alex & Kazaara, 2023). One approach that has gained attention is Total Quality Management (TQM), a comprehensive and systematic management philosophy that aims to improve the quality of products and services, improve internal processes, and optimize customer satisfaction (Benard, 2023). However, the extent to which TQM implementation directly affects and contributes to overall organizational performance remains a complex and multifaceted issue (Moses et al., 2023).

Despite the theoretical promises of TQM, many organizations encounter obstacles during its implementation and fail to fully realize the expected performance improvements (Lydia et al., 2023). A comprehensive understanding of the specific mechanisms by which TQM practices affect various dimensions of organizational performance, including financial results, customer satisfaction, employee engagement, and operational effectiveness, is lacking. In addition, the effectiveness of TQM may vary across industries, organizational sizes, and cultural contexts, necessitating a deeper exploration of the contextual factors that mediate or moderate the relationship between TQM and organizational performance (Racheal et al., 2023). Many global, regional and local studies have highlighted the role of TQM practices in increasing customer satisfaction in an organization (Faridah et al., 2023). However, these studies have focused on the impact of TQM practices on the performance of for-profit organizations. The study therefore sought to determine the impact of TQM practices on organizational performance in Uganda using Mukwano industry in Kampala as a case study.

Specific Objectives of the Study

1. To determine the effect of top management commitment (TMC) on organizational performance.
2. To examine the effect of customer focus (CF) on organizational performance.
3. To assess the effect of employee involvement (EI) on organizational performance.

Methodology

The study was 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 (Anwar et al., 2022). 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 (Nafiu et al., 2012). The ultimate goal was to learn about a large population by surveying a sample of that

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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 (Nafiu et al., 2012). The study was to establish the correlation and causal relationship between total quality management practices and performance of an organization (Aslam et al., 2022). 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 (A & Ahmed, 2019). 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 it's various companies with a range of departments and among the top 10 largest tax payers in Uganda. The population of the study comprised of CEO, head of departments of and employees from different departments. The target population was 193 respondents (Jallow et al., 2021). The sample size comprised of 193 production design and sales of which was selected from production and sales. The following formula was used, $n = \frac{Z^2 P Q}{d^2}$ where n is the desired sample size (if the target population is greater than 10,000) 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% was used. The census method was used to select participates 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 (Nafiu & Ph, 2012). After stratification of the population, simple random sampling was 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) will be used in this study.

Table 1: Sample Size of Respondents and Sampling Technique

Department	Frequency	Percentage (%)	Sampling Technique
Production and design	119	61.66	Purposive sampling
sales	74	38.34	Simple Random sampling
Total	193	100	Purposive sampling

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 (CL). 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 (Nafiu & Ph, 2012). This study established the correlation and causal relationship between TQM practices and organization performance.

RESULTS

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Table 2 Showing the total quality management practices used by Mukwano group of companies

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

Source: Primary Data 2018

From table 2 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 (T. Christopher et al., 2023). 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

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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 (Ntirandekura & Christopher, 2022).

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) (Musaibah et al., 2023).

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 agree that such practices exist 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.

Table 3 Organizational performance in the last six months

		FREQUENCY					PERCENTAGE				
	Statement of inquiry	1	2	3	4	5	1	2	3	4	5
	In the last six months my organization has had reduced customer complaints due to the	67	60	09	37	20	34.72	34.72	31.09	19.17	10.36

	implementation of its strategic quality plan which is entrenched in its vision statement.										
	We have recorded an improved in the last six months on both lines due to embedment of continuous improvement culture in the organization	79	62	04	34	14	40.93	32.12	2.07	17.62	7.25
	Our market share has improved since the plant upgrade due to enhanced customer focus and satisfaction	70	69	07	22	25	36.27	35.75	3.63	11.4 13	11.4
	Energy usage has been at its optimal resulting into the best homogeneity in products	66	70	12	21	24	34.2	36.3	6.22	10.88	12.44
	Employees are highly motivated and usually give their best capabilities resulting to high line OEE and few rejects	62	73	10	31	17	32.12	37.82	5.18	16.06	8.81
	My organization has recorded improved productivity as a result of reduced overall waste.	59	70	12	29	23	30.57	36.27	6.22	15.03	11.92
	Employees are	62	69	69	22	31	32.12	35.75	4.66	11.4	16.06

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	highly trained on our products production and they are involved by management in organizational matters										
	My organization has had zero lost time accidents due to adoption of the zero harm culture. (my safety is my responsibility)	70	66	30	30	21	36.27	34.2	3.11	15.54	10.88

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. 1.09% agreed with the statement, 4.66% were neutral that is they don'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 (District et al., 2023).

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. 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 (Ronet et al., 2023). 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 8.8 1% 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 (Isaac et al., 2023). 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 (Innocent et al., 2023). 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.

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 Ahnradet 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.

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 organization 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 organization.

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