

Effectiveness of Quality Management in Improving Operational Performance In Stanbic Bank,**Wandegeya****Wanyenya Alizik¹, Ariyo Gracious Kazaara²****1,2 Metropolitan International University****Abstract**

The study investigated the relationship between quality management and operational performance in Stanbic Bank, Wandegeya branch. The specific objectives were to assess customer satisfaction and operational performance, establish the relationship between customer complaint management and operational performance, determine the relationship between service delivery and operational performance, and find out the relationship between quality management and operational performance. The study used a descriptive research design with quantitative methods. The population comprised 55 employees from Stanbic Bank, Wandegeya, and a sample of 48 respondents was selected using purposive sampling. Data was collected using self-administered questionnaires with both open-ended and closed-ended questions. The validity of the questions was established through pre-testing, and the reliability was checked through internal consistency. The study found a positive and significant relationship between customer satisfaction and operational performance, customer complaint management and operational performance, service delivery and operational performance, and quality management and operational performance. The study concluded that quality management practices, such as customer satisfaction, customer complaint management, and service delivery, are crucial in enhancing the operational performance of Stanbic Bank, Wandegeya branch. The study recommends that Stanbic Bank should continue to implement quality management practices to improve its operational performance and maintain a competitive edge in the banking industry.

Key Words: Quality Management And Operational Performance**Background of the study.**

Organizations constantly face the challenge of not being able to accurately measure performance (Isaac et al., 2023), which has been complicated by the fact that performance is a major contributor to strategic planning to achieve goals. According to (T. Christopher, 2022), managers no longer consider the traditional accounting-based measurement system adequate for performance. Today's business demands have made traditional performance measures unsatisfactory, thus operational management measures need to be considered to address customer satisfaction, internal processes and activities (Ansebo & Gaywala, 2022). The ability and need to relentlessly compete in the business market across the country has driven organizations to use every avenue available to deliver superior performance (Lydia et al., 2023). The need to manage performance has resulted in the adoption of tools such as (Business Process Re-engineering) due to their superior operational performance in terms of less waste, high efficiency with a level of health and safety protection (Edgar & Moses, 2023). Stanbic Bank Uganda Limited (EBUL) is a Stanbic bank in Uganda. Licensed by BOU, CB and the National Banking Regulator, EBUL is a subsidiary of Stanbic Group of Holdings Limited, a financial services company based in Uganda with many subsidiaries in the African Great Lakes region (Polycarp et al., 2023).

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The joint stock bank was in 2008 and had very many employees more than 600 especially in 2018 (F. Christopher, Moses, Muhindo, & Muhammad, 2022). But in July 2021 it acquired many branches across the country including 21 branches in Kampala where Wandegaya branch is one of them. It is one of the 6th largest CBs in Uganda with assets worth UGX 2.9 trillion (US and 745 million). Akciová banka provides banking services to natural persons and small and medium-sized enterprises (Benard, 2023). 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 (Winny et al., 2023). It involves managing people inside and outside the organization. Many FIs have sought to create a competitive advantage over others by implementing a set of operational controls, objectives based on quality, speed, reliability, flexibility and cost. Together these define operational performance and most FIs have chosen to improve their performance by adopting quality management (TQM) practices (Popov et al., 2020). In addition, the study investigated the relationship between QM and operational management performance in a joint stock bank. 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 (T. Christopher, 2022). Within this, we conceptualize variables such as quality management and operational performance in relation to 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 (F. Christopher, Komunda, & Milton, 2022). This concept focuses on the broad efforts of organizations to continuously improve performance in areas such as cost, quality, schedule, and customer service. In addition, operational performance points to a company's ability to reduce administrative costs, cycle time, and improve material efficiency and distribution capacity.

Statement of the problem.

According to (Faridah et al., 2023), quality management is the act of overseeing all activities and tasks that must be accomplished to maintain a desired level of excellence. This includes establishing a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement. According to (Ansebo & Gaywala, 2022); the banking sector has been consistently characterized by operational inefficiency and poor customer service and with the goal of addressing inefficiency issues related to public requirements. 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 (Victor et al., 2022). 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 employees for each operation and increasing the responsibility of the remaining employees. Development of a documentation system that documents detailed information about each operation. Updating procedures to increase efficiency.

Objectives of the study.

The study established the relationship between quality management and operational performance.

- 1 To assess the customer satisfaction and operational performance in Stanbic bank, Wandegaya branch.

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

Research questions.

1. What is the relationship between customer satisfaction and operational performance in Stanbic bank, Wandegeya branch?
2. What is the relationship between customer complaint management and operational performance in Stanbic bank, Wandegeya branch?
3. What is the relationship between service delivery and operational performance in Stanbic bank, Wandegeya branch?
4. What is the relationship between quality management and operational performance in Stanbic 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.

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. Stanbic bank in Wandegeya had an estimated population of 55 employees. The researcher will use 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. This technique was used to attain information about ERMS from top management, middle, lower management employees of Stanbic bank, Wandegeya. Due to the large population of employees in Stanbic bank wandegeya, the researcher will take a representative sample of 48 respondents purposively using the sample size determination 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 will include; 20 respondents from Top management, 20 respondents from Middle management and 8 respondents from Lower managements (Stanbic bank wandegeya Planning Unit, 2015; Appendix c).

Table 1: Showing the Distribution of the Sample

Respondent	Sample Population
Top management	20
Middle management	20

Lower management	8
Total	48

Strauss and Corbin (2012) defined data collection instrument/tool as the device used to collect data, such as a paper questionnaire or computer assisted interviewing system. Data collection will be carried out with the aid of questionnaires only. 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. Data analysis in this study focused on data validity and reliability. To establish the validity of the questions, pre-testing was done amongst the selected categories of respondents. Their comments will be incorporated in the final instruments to suit the data requirement of the study. The final amended research instruments were reviewed jointly by the researcher and the supervisor. In other words, the questions were put to course mates and their comments were noted, they were presented to the respondents and their views will be compared with those of their course mates. On receipt of the questionnaires, manual editing was done, followed by coding. Frequency counts of different variables were done and this gave the number of occurrences and percentages out of total occurrences. The researcher employed both primary and secondary sources of data. The data collected was checked for completeness and comprehensibility. The data was then summarized, coded and tabulated. Descriptive statistics such as means, standard deviation and frequency distribution was used to analyze the data. Data was entered into the statistical package for social science (SPSS) for analysis. SPSS was used to perform the analysis as it aids in organizing and summarizing the data by the use of descriptive statistics (Nelson et al., 2022). Data presentation was done by the use of pie charts, bar charts and graphs, percentages and frequency tables. Regression analysis was used to establish the extent, to which the independent variables (Nelson et al., 2023).

Results.

Extent of Total Quality Management Implementation

This section addresses objective one which sought to determine the extent to which quality management has been implemented by Stanbic banks in Uganda. Table 2 below indicates the extent to which Stanbic banks' in Uganda have implemented total quality management practices.

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 Stanbic banks' have implemented total quality management practices, with the percentage range of implementation being between 89.5% - 100%, satisfying our objective one which aimed at demonstrating the extent to which quality management has been implemented by Stanbic banks in Uganda.

Top Administration Responsibility

This section used a Likert type of scale, where 5= strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree.

Table 3: Shows Top Administration Responsibility

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. 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.

Table 4: Employee Contribution

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 Mann (2009), 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: Customer satisfaction

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 (F. Christopher, Moses, Muhindo, & Komunda, 2022), who expresses that client criticism must be constantly requested and checked as clients consistently alter their opinion, desires and providers. 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: Continuous Process Change

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 (F. Christopher, Moses, Muhindo, & Komunda, 2022) 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: Quality Policy and Strategy Practices

	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 on value, return on deals, and profit for aggregate contributed capital. Such advantages are considerably higher in more turbulent situations.

Table 8: Supplier Partnerships Practices

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. It is likewise fundamental to urge providers to actualize programs for nonstop change of execution and to take an interest in other joint change activities; including providers in the association's outline and advancement exercises to share information and viably and productively enhance the acknowledgment and conveyance forms for adjusting items.

Total Quality Management Practices and Profitability in Stanbic Banks in Uganda

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

The results shown on table 8 below sought to establish the regression between profitability of Stanbic banks in Uganda and total quality practices. The degree to which total quality practices are related to profitability of Stanbic 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 Stanbic banks.

Table 8 Model Summary

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

Source: Research Data, (2023)

4.3.9 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. 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 Stanbic banks in Uganda, thus we address objective two of our research.

Table 9 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		

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Total	1325316906.750	35			
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Source: Research Data, (2023)

Multiple Regressions between Independent and Dependent Variables

The findings on table 10 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= Profitability of Stanbic 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 profitability of Stanbic banks in Uganda (PPB).

Table 4.10 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 Stanbic 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 Stanbic 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 Stanbic banks in Uganda. Other factors affect profitability / market share performance of Stanbic 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 Stanbic 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 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1255.163	18028.658		-.070	.945
Top Administration					
Responsibility Employee Contribution Customer satisfaction Continuous process	598.474	533.290	.259	1.122	.271
	-266.206	531.388	-.120	-.501	.620
	-22.417	459.214	-.013	-.049	.961
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 Stanbic Banks in Uganda

The results shown on table 4.11 below sought to establish the regression between market share of Stanbic banks in Uganda and total quality practices. The degree to which total quality practices are related to market share performance of Stanbic banks is expressed in the positive correlation coefficient (r) = 0. 311 and coefficient of determination, (r^2) =0.097 as shown on table 4.11 below. This implies that the six independent variables together predict about 9.7 % of the market share of Stanbic banks' in Uganda.

Table 11 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
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	.311 ^a	.097	-.097		3.54293
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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% 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 Stanbic banks in Uganda.

Therefore, we address objective two of our research.

Table 12: ANOVA

Model	Sum Squares	of	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 Stanbic 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 Stanbic banks in Uganda (MSPB).

Hence the regression model became:

$$\text{MSPB} = \beta_0 + \beta_1\text{TA} + \beta_2\text{EC} + \beta_3\text{CS} + \beta_4\text{CPC} + \beta_5\text{QPSP} + \beta_6\text{SPP} + e$$

Therefore, Table 4.13 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 Stanbic 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 Stanbic banks in Uganda but the model is not significant.

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 Stanbic banks in Uganda. Other factors affect profitability / market share performance of Stanbic 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 Stanbic 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 13: Multiple Regression model

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)

Summary of Findings

On the issue of Top Administration Responsibility to TQM implementation, the study revealed that most respondents do agree that 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. Creating and sustaining a shared vision quality management at all levels of the organization had a mean score of 4.26. Inspiration, encouragement and recognition of employees' commitment to quality had a mean score of 4.15. Lastly, performance evaluation of managers based on quality had a mean score of 4.11. This result shows that majority of our respondents do agree that the top administration of their organizations' do support the implementation of quality management practices and also objective one that sought to demonstrate the extent to which quality management has been implemented by Stanbic banks' in Uganda is supported. Employee Contribution importance in relation to performance in Stanbic banks' in Uganda, the study revealed that employees are motivated to improve on quality management practices implementation through rewards and incentives and employees actively seek opportunities to enhance their competence, knowledge and experience both had a mean score of 4.19. Employees being provided the opportunity for involvement in quality management practices development and implementation had a lower mean score of 4.14. The results do support objective one that sought to demonstrate the extent to which quality management has been implemented by Stanbic banks' in Uganda

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. Supplier partnership practices issue had the respondents feel 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 results do support objective one that sought to demonstrate the extent to which quality management has been implemented by Stanbic banks' in Uganda

Recommendations

The study having explored the relationship between total quality management implementation and performance of Stanbic banks' in Uganda, recommended that Stanbic 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 Stanbic 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.

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