

Total Quality Management and Customer Satisfaction at Roofings Uganda Limited, Kampala, Uganda

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Abstract: The study sought to examine the role of Total Quality Management on Customer Satisfaction at Roofings Uganda Limited in Kampala District. A cross-section survey design, using quantitative and qualitative approaches was adapted to capture respondents' views, attitudes and opinions on the topic under study. A close ended questionnaire and an interview guide were used as research instruments to source for information. Whereas interview guide was used to elicit qualitative data, the questionnaire obtained quantitative data. The study population comprised of 290 people who included customers, managers and customer interface staff at Roofings Uganda Limited, utilizing a sample size of 165 respondents who were selected using a table developed by Morgan and Krejcie (1970) and also utilizing purposive, convenient and simple random sampling techniques. The study findings revealed that Total Quality Management has a positive relationship with customer satisfaction. Therefore, based on the findings, this study recommends that organizations should invest a lot in Total Quality Management, motivation of staff, employees training, mentoring of human resources and sensitization of all stakeholders on quality output as a strategy to enhance customer satisfaction.

Keywords: Total Quality Management, Motivation, Mentoring, Customer Satisfaction.

INTRODUCTION

Globally, in developed countries like Japan and Germany, Companies today face incredible pressures to continually improve the quality of their products to remain competitive while simultaneously reducing costs to meet the ever-changing environmental requirements and customer needs [6].

In Asia, the most successful organizations have found that the fundamental principles of Total Quality Management are essential to effective management practices, and continue to represent a sound approach for achieving business success [2]. The real challenge today is to ensure that managers do not lose sight of the basic principles on which quality management and performance excellence are based. The global marketplace, domestic and international competition has made organizations around the world realize that their survival depends on high quality of products [5].

In Nigeria, Total Quality Management is a management philosophy with a vision aiming at

building a corporate culture characterized by increased customer satisfaction through continuous improvement in which all employees actively participate [4]. Total Quality Management (TQM) is the business world's leading management method. Companies employ this to improve their productivity and service quality with the hopes of improving typical measures of business performance such as increased profits, increased market share and reduced costs.

These days in Uganda, the economic position of Roofings Uganda Limited has weakened leading to poor performance of the same company. The main cause of this problem is the poor prevailing system of management. To gain the competitive advantage, companies try to adopt quality management programs and productivity improvement programs because quality is and has always been an important issue for people as well as for companies [1].

In Kampala, excellent quality is regarded by most producers as one of the most important aspects of manufacturing, services and buyers' strategies [3]. A

research related hypotheses of this study are offered based on a strong theoretical foundation looking at the relationship between Total Quality Management and Customer Satisfaction at Roofings Uganda Limited in Kampala District. This study investigates this phenomenon by using empirical data from the industrial field. The results may contribute related implications to practitioners.

METHODOLOGY

The study used descriptive research design 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 Roofings Uganda Limited. Cross-sectional survey research design was also used to capture respondents' views, attitudes and opinions on the topic under study at once and from a number of categories of people. The sample size of 165 participants was utilized and selected from the target population of 290 people using a table developed by Morgan and kreijcie [7].

A close ended questionnaire was utilized to gather parametric data from the respondents. Interviews were also used to garner non parametric data from the participants. Purposive and stratified sampling techniques were used to collect information from the field because all groups of people needed to be represented and also there was need to collect

information from focal persons in the study respectively.

Data was analyzed and presented using descriptive statistics using tables, frequencies and percentages. The study adopted quantitative and qualitative research approaches because most data was obtained from Roofings Uganda Limited people and reports as well as from people's opinion in order to analyze the role of Total Quality Management on customer satisfaction. Validity of the research instruments were done by pretesting instruments with colleagues while reliability of the research instrument was ascertained using Cronbach's Alpha Alpha coefficient formula from a Statistical Package for Social Scientists (SPSS) which was also used to analyze quantitative data as computer software.

RESULTS

Gender of the Participants

Study findings in table 1 below, showed that male respondents were 102 people representing 61.8% and female respondents were 63 people representing 38.2% of the total respondents. This implied that there were many male workers at Roofing Uganda Limited than female workers suggesting that the traditional scenario of male dominance is still existing in society today. This may also indicate that the researcher considered both male and female as respondents hence gender balance.

Table-1: Gender of respondents

Gender	Male	Female	Total
Frequency	102	63	165
Percentage %	61.8	38.2	100.0

Source: Primary data

One of the support staff workers at Roofings Uganda Limited stated:

“In most cases top management officials promise to pay allowances for extra work done to both males and females workers , but getting such money from their offices is always a tag of war.....it is most difficult for managers to implement what they say as a policy”

This meant that top management at Roofings Uganda Limited have not yet put in a lot of emphasis in the implementation of the motivational strategies of the company for success and development.

Marital status of the participants

Findings from table 2 below revealed that there were many respondents who were married, 107 in number representing 64.8% of the respondents followed by 35 who were widowed representing 21.2% of the respondents. 13 of the respondents were single representing 7.9% of the total respondents and only 10 of the respondents were divorced representing 6.1% of the total respondents. This implied that the said company is employing the majority of married persons who may look stable in their families contributing positively to the development of Roofings Uganda Limited. It may also mean that workers of an organization with a shaky family background may not easily contribute to the success of a company.

Table-2: Marital Status

Marital Status	Single	Married	Divorce/Separate	Widowed	Total
Frequency	13	107	10	35	165
Percentage %	7.9	64.8	6.1	21.2	100

Source: Primary data

A manager from Roofings Uganda Limited stated:

“As top management, we normally prefer workers who are married because married people are in most cases focused and stable in their decision making at work....they is normally role models for other workers. This has in most cases helped to realize quality performance at Roofings Uganda Limited”

This suggested that the management of Roofings Uganda Limited is more focused on the stability of the company and workers so as to be able to achieve their corporate objectives. Their pivotal point is to eliminate completely the challenges associated with employee turnover. More so, the views gathered

by the researcher may look to be balanced across all categories of people in society at Roofings Uganda Limited.

Educational level of participants

Results from table 3 below, showed that 57.6 % (95) of the respondents had Diploma levels of qualification, followed by 26.7 % (44) having Certificates and only 12.1 % (20) were Bachelor’s Degree holders. 3.6 % (06) of the total respondents were Master’s degree holders. This meant that the majority of the respondents at Roofings Uganda Limited were educated and that if these people are well motivated and mentored, they can improve on the quality of products and eventually satisfies the customer needs.

Table-3: Highest level of education attained by employees

Education Level	Certificate	Diploma	Degree	Master	Total
Frequency	44	95	20	6	165
Percentage (%)	26.7	57.6	12.1	3.6	100

Source: Primary data

The Human resource officer of Roofings Uganda Limited mentioned:

“As an organization, we have been interested in employing people who are trained and educated so that we can have employees who can listen to instructions well, understand and produce quality products for our competitive markets”

This implied that educated people can be self-driven especially if well motivated by managers leading to high productivity since they can be able to read and write. They can also be able to be role models for other workers to work hard for the organization to achieve its goals and objectives.

Product differentiation and customer satisfaction

From the findings of table 4 below, 27.9% (46) of respondents strongly agreed followed by 30.3%

(50) of respondents who agreed. Only 6.7% (11) of the respondents were not sure while 18.2 %(30) disagreed and 16.9 (28) strongly disagreed that Product differentiation can be used as a competitive strategy of Roofings Uganda Limited relative to its competitors. Findings show that majority of the respondents agreed and minority disagreed the statement. This implied that Product differentiation can be used as a competitive strategy for Roofings Uganda Limited relative to its competitors. It further meant that the workers of Roofings Uganda Limited must focus more on quality so that their products can be unique on public demand or market. There is no need to produce shoddy products because this may spoil the general market for a successful organization. Focus on quality must be a priority if Roofings Uganda Limited has to monopolize a competitive advantage.

Table 4: Product differentiation and customer satisfaction

Product differentiation can be used as a competitive strategy for Roofings Uganda Limited relative to its competitors	SA	AG	NS	D	SD	Total
Frequency	46	50	11	30	28	165
Percentages (%)	27.9	30.3	6.7	18.2	16.9	100

Source: Primary Data

A public relations officer at Roofings Uganda Limited stated:

“We have always minded much about of our products in our company, but what has normally let us down is limited funds to implement good ideas for quality products....”

This suggested that Roofings Uganda Limited has limitations of capital for investment in the whole company. For most businesses in the world, money has never been enough and therefore, it is important for managers to be efficient and effective as they utilize the available resources in an organization.

The relationship between Total Quality Management and customer satisfaction

The study results from Table 5 below revealed that there was a positive correlation between the Total quality management and customer satisfaction. ($r=0.303^{**}$, P-value<0.01), this meant that Total Quality Management contributes to customer satisfaction in a

positive manner leading to development of companies. This further implied that managers should focus more on quality in whatever they are doing for the success of an organization. This agreed with hypothesis that there is a positive relationship between Total Quality Management and customer satisfaction of companies. And therefore the alternative hypothesis was accepted.

Table-5: Total Quality Management (TQM) and customer satisfaction of companies (CSC)

		TQM	CSC
TQM	Pearson Correlation	1	.303**
	Sig. (2-tailed)		.000
	N	165	165
CSC	Pearson Correlation	.303**	1
	Sig. (2-tailed)	.000	
	N	165	165

** . Correlation is significant at the 0.01 level (2-tailed).

Source: primary data

Afield supervisor at Roofings Uganda Limited opined:

“In our company , we have tried by all means to ensure quality of the products we produce so that we cannot be outcompeted by other companies.....even in all our meetings we do emphasize quality”.

This meant that at Roofings Uganda Limited people value quality and since quality requires a lot of money to invest in it, managers can normally be let down by limited capital for investment. Garbage in garbage out. What one sows is what one reaps.

DISCUSSION

The study findings showed that there is a positive and significant correlation between Total Quality Management and customer satisfaction. The results strongly support the assertion that quality management is an important determinant of customer satisfaction.

The findings are consistent with the popular Service Profit Chain Model [3]. Path loading between EE (Employee Engagement) and CS (Customer Satisfaction) was lower than expected. This is because we adopted an indirect measurement method on customer satisfaction.

Our findings bear some practical implications for quality management. It was found out that Quality management can be started through product differentiation, continuous improvement, and employee commitment. High quality offered by a firm would lead to customer satisfaction. Total Quality Management was shown to be positively related to customer satisfaction in organization.

The result is supported by the study of [2, 4] which explain that the outcome of Total Quality

Management is customer satisfaction [5, 6] also provide support for the Total Quality Management which has a strong impact on customer satisfaction.

CONCLUSION

The study findings revealed that Total Quality Management practices have a positive impact on customer satisfaction. The alternative hypothesis was tested and accepted. Besides, the results showed the important role of Total Quality Management practices which have a statistically significant direct link to customer satisfaction. Therefore, from the findings, the following policy implications may be internalized. Managers should;

- Embrace Total quality management as a means to successful implementation of programmers and achievement of objectives of organizations.
- Encourage women to also keep applying for jobs whenever they are advertised so as to be gender sensitive in organizations.
- Encourage workers to wed in their respective faith or religions so as to try and probably have a stable work force in organizations. This is because the fear of God may be normally regarded as the beginning of wisdom.
- Try to borrow money from commercial banks to boost their businesses and to help workers to access scholarships for further studies since these were lacking according to the research study.
- Intrinsically and extrinsically motivate workers in order to be more efficient and effective in their service delivery.

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