

**ASSESSING THE ROLE OF TOTAL QUALITY MANAGEMENT ON FOODS
AND BEVERAGES COMPANIES IN DAR ES SALAAM, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE
REQUIREMENTS OF THE MASTERS DEGREE OF PROJECT
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: **Assessing the Role of Total Quality Management on Foods and Beverages Companies in Dar es Salaam, Tanzania**, in partial fulfillment of the requirements for the degree of Master of Project Management at the Open University of Tanzania.

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.....

Date

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DECLARATION

I, **Anne John Budotela**, do hereby declare that this dissertation is my own original work and that it has not been presented for a similar or any other award to any other university.

.....

Signature

.....

Date

DEDICATION

I dedicate this work to my lovely parents, my beloved Mother Agatha Maurus Ndomba who passed away while I was 10 years old in my life; and my late Father Dr. John Raphael Budotela who passed away while writing this very crucial work in my academic work.

May the almighty God rest your souls in an eternal life Amen

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Finally, I should personally emphasize that, while acknowledging the support of those who were mentioned above, they are in no way associated with any error that may be found in this dissertation. The responsibility for all errors and shortcomings should remain entirely to be mine.

ABSTRACT

The study assessed the role of Total Quality Management (TQM) to Foods and Beverages Companies in Tanzania. The study adopted a cross-sectional research design, in order to study different types of the involved stakeholders two strata were created basing on the roles. A total of 7 industries and 4 regulatory authorities were surveyed and 10 respondents were interviewed. Multiple data collection such as FGDs and interviews were used. The collected data were processed and analyzed using descriptive analysis method. The study found that the relationship between TQM and Performance was significant, this implied that TQM Awareness in terms of Knowledge, Attitude and Practice was well explained and there hence adhered effectively in selected Foods and Beverage Companies. The study also revealed that not all categories of TQM factors were predictors of Performance. The study concluded that Production of fake and substandard goods by the manufacturers was the same as committing suicide, the regulatory authorities were already taking some actions but they should as well involve themselves in educating the manufacturers on the importance of producing quality products not only for the benefit of the consumers but also for the success, credibility and sustainability of their companies. It was strongly recommended that the manufacturers should know that it was the quality of the products they produce that determined their sustainability in the competitive business environment in Tanzania.

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LIST OF ABBREVIATIONS AND ACRONYMS

FOREX	Foreign Exchange
KILITEX	Kilimanjaro Textiles
ZZK	Mbeya Zana Za Kilimo
MBNQA	Malcom Baldrige National Quality Awards
MUTEX	Musoma Textiles
MWATEX	Mwanza Textiles
SIDO	Small Industries Development Organization
SME	Small and Medium Enterprises
TBS	Tanzania Bureau of Standards
TFDA	Tanzania Food and Drugs Authority
TQM	Total Quality Management
UK	United Kingdom
USA	United States of America
VETA	Vocational Education and Training Authority
QM	Quality Management

CHAPTER ONE

1.0 INTRODUCTION

1.1 Introduction

This chapter provides a summary of background information that leads to problem statement, research objectives and questions, significance of the study as well as entire structure of the dissertation.

1.2 Background Information

Science and technology has turned the entire world into one big village where people interact easily in many areas of day to day life. Efficient communication and transportation facilities have played quite a significant role in this regard. The areas that have enormously benefited from science and technology are the manufacturing and business sectors.

According to manufacturing goods is one thing but manufacturing quality goods or products is a different matter. Depending on the nature and use of the products, quality is measured or appreciated in various ways such as durability, shelf life, efficiency, composition/contents and ratios of ingredients, comfort, smell, taste, safety, viscosity and color just to mention a few of them Evans & Dean (2003). It is very unfortunate that the quality of products (industrial goods) cannot always be measured or appreciated by our natural human being senses and sensory organs (taste, smell, texture, vision, audition). Since it is not always easy to appreciate the quality of the products by just looking or touching or smelling or tasting, some of the manufacturers have a habit of producing substandard goods or products in order to

make big profits or sometimes involve themselves in piracy by using forged trademarks and logos of reputable companies or organizations. Pycraft, Singh & Phihlela (2000) highlighted that some manufacturers however do manufacture substandard products not intentionally but due to lack of quality managements systems or mechanisms in their organizations. It is for this reason most countries if not all have in place Quality Regulatory Authorities whose work is to make sure factories and industries do not manufacture substandard products on one hand but on the other to ensure that the business community does not import substandard products. Countries have taken these measures to ensure equal trade but above all to protect the safety of the consumers by making sure that they get value for money.

For an organization to be able to consistently produce quality products an inbuilt (internal) mechanism of quality assurance or quality management has to be put in place. Schonberger (1990). According to Dale (2003) the role of the quality management unit is to monitor the process of production from start to end (from entry point to exit point). Some of the major requirements in the production of quality products or goods are the quality of raw materials used, skills of the workers, type of technology, working conditions and premises, laboratory for chemical or physical or microbiological testing of the products at all stages of production. It has to be born in mind however that quality management or quality assurance units are not a must only to manufacturing companies or organizations but also to service delivery institutions and organizations (hospitals, schools, shops, offices etc) because the services they provide is also a good or product. Some scholars Hammer & Champy (2000) and authors however believe that “quality management” should focus at all the factors (internal and external) that determine quality of a product, these factors are suppliers

and customers (external) and organization management and employees (internal). This concept is also known as “Total Quality Management” (TQM). Among the believers of this concept are Porter and Tanner (2005).

Tanzania is one of the underdeveloped countries in Africa and the world. For that reason for many years the economy of the country has relied on agricultural, livestock and forestry produces which are exported as raw materials (without being processed or semi processed}. These produces include among others cotton, coffee, tea, sisal, cashew, tobacco, skin and hides, timber and honey. Most of the manufactured commodities for local consumption have for many years been imported from abroad or rather from developed countries. It is therefore fair in this regard to say that Tanzania produces what it does not consume and consumes what it does not produce (manufactured goods or products from abroad).

In the late sixties Tanzania as a nation realized the need and importance of being self-reliant under the 1967 Arusha Declaration. In the implementation of the Arusha Declaration a number of light industries (textiles, drinks and beverages, cement, cigarettes, farm implements etc) were established. In conjunction with that importation of foreign goods was very much controlled or restricted and at times even totally banned. The manufacturing factories or plants which were established under the “Arusha Declaration” include among others Urafiki textiles, Mwatex, Mutex, Kilitex, Sunguratex, Tanzania Breweries, Ubungo farm implements, Ubungo garments, Mbeya ZZK, Bora Shoes, Morogoro Canvas, Morogoro Ceramics, Tanga Fertilizers, Morogoro and Mwanza Tanneries, Moshi Machine Tools, General Tyres, Tangold among others African Report (1967) .

As a result of that “Self Reliance” policy Tanzanians started to use a significant number of locally produced goods or products. The goods or products which were locally produced included among others cloths (khangas, vitenge, bed-sheets etc) shoes, wheelbarrows, ploughs, hoes, pangas, bicycles, and tyres. Apart from trying to realize the vision of “self reliance” the establishment of manufacturing factories led to a creation of numerous jobs and also savings of the country’s Forex.

Unfortunately those hay days came to an end partly because of local mistakes (poor management) but also due to external factors which among others was the fall of The Soviet Union a ounce super power. The fall of the super power “The Soviet Union” marked the beginning of the “New World Economic Order” which in short meant and still means liberalization of trade by allowing free movement of goods from one country into the others and vice versa Tejvan Pettinger (2012). In practice what liberalization of trade means in practice is competition for markets on the basis of “quality and price” of the products and therefore survival for the fittest. Under such circumstances our young factories were not in any position to compete with long time experienced multinational manufacturing companies.

Trade liberalization opened doors for the influx of foreign products in the market which not only led to the collapse of some of our factories but also to another problem that is the influx of both fake and substandard products from within and from outside the country Tejvan Pettinger (2012).

Organizations responsible for quality control include Tanzania Bureau of Standards (TBS) and Tanzania Food and Drugs Authority (TFDA). The responsibility of quality control and regulation of these two organizations and others is not limited to imported

products; they also have the role of setting standards for both imported and locally produced products. The objective of establishing such institutions was in the first place to save consumers from buying and using low quality commodities which in most cases sometimes finds themselves vulnerable to hazardous goods and services. The second objective of these regulatory bodies is to protect local manufacturers from unfair competition, the good news is however from the beginning of the 21st century a number of new business men and women and young men and women entrepreneurs have emerged and continue to emerge thanks to the Small Industries Development Organization (SIDO) and Vocational Education Training Authority (VETA). In that regard the industry sector in the country is once again growing especially in the areas of food processing. Some of the things they produce include wines, juices, milk, honey, cooking oils, jams, and ice-creams among others. In order to succeed in this competitive world of business these people have to understand that their weapon is not other than “efficiency” and production of “high quality” goods which can penetrate both local and foreign markets.

1.2 Statement of the Problem

Despite the presence of Quality Management Authorities in Tanzania ,There still seems to be a problem on Quality Products as well as services and thus Limiting Local markets to trade externally due to products been under standards where as such problems could be eased by Quality Management Authorities like TBS and TFDA and thus raising questions on whether these Management Authorities have capacity to support companies or organizations and do companies or organizations un aware of Total Quality Management.

In order to succeed, the company has to do better in decentralization of decision-making responsibility to well trained problem solving labor force, that is it provides an avenue for the employees of an organization to participate in decision- making about how the business operates, and this can further improve relationships, develop trust and confidence as well as facilitate co-operative activity Druker (2008). However Fotopoulos (2009) expanded the practice by identifying other factors like leadership ISS & MLB, process management, service design, human resource management, customer focus, Education and Training, and supplier quality management are critical success factors in TQM implementation.

It is very unfortunate that the quality of products (industrial goods) cannot always be measured or appreciated by our natural human being senses and sensory organs (taste, smell, texture, vision, audition). Since it is not always easy to appreciate the quality of the products by just looking or touching or smelling or tasting, some of the manufacturers have a habit of producing substandard goods or products in order to make big profits or sometimes involve themselves in piracy by using forged trademarks and logos of reputable companies or organizations. Pycraft, Singh & Phihlela (2000) highlighted that some manufacturers however do manufacture sub-standard products not intentionally but due to lack of quality managements systems or mechanisms in their organizations.

Therefore there it was from the reason stipulated above where the study to conduct an assessment on roles of Total Quality Management to companies particularly Food and Beverages Companies in Tanzania emerged. This sector is growing very fast and it directly links to consumer's health.

1.3 Research Objectives

1.3.1 General Objective

The overall objective of this study was assessing the role of Total Quality Management (TQM) to Foods and Beverages Companies Success in Tanzania.

1.3.2 Specific Objectives

Specific objectives of the study were:-

- i. To identify the Total Quality Management blockages in the foods and beverages companies.
- ii. To identify how effective can the Total Quality control policy, laws and guidelines be observed in the manufacturing processes?
- iii. To establish the approach that can improve manufacturer's awareness and practices according to Total Quality Management guidelines.

1.4 Research Questions

In this study, the following were the research questions:-

- i. What are the Total Quality Management blockages in the foods and beverages companies?
- ii. How effective can the Total Quality control policy, laws and guidelines be observed in the manufacturing processes?
- iii. What are the approaches that can improve manufacturer's awareness and practices according to Total Quality Management guidelines?

1.5 Significance

This study is by large a qualitative descriptive case study. The main focus of this study is the food and beverage sector. Reasons behind this emanates from the facts that; firstly the sector deals with very sensitive commodities for the consumers' health. Secondly demand and hence consumption of the commodities they produce is high. Thirdly the sector is growing very fast with new products coming into the market day in day out.

Finally, this study will propose solutions with regards to the better approach in improving manufacturer`s awareness and practices according to the TQM guidelines.

1.6 The Scope of the Study

This study will be limited to assessing the TQM processes in Food and Beverages Companies only in Dar es Salaam region, Tanzania. The region was selected because it is the fastest growing urban setting with a huge potential market to a significant number of entrepreneurs dealing with Foods and Beverages companies.

1.7 Organization of the Dissertation

This study has been divided into five main chapters each of them is further subdivided into sections.

Chapter One: Presents the background information of the study, statement of the problem and its context.

Chapter Two: Presents an extensive literature reviews related to the study, research gap as well as the theoretical framework.

Chapter Three: Describes research methodology adopted in conducting this study. It comprises the entire research design, sample selection, sample size, data collection tools and data analysis.

Chapter Four: This presents the findings collected in the field. The data have been organized in respect to the research objectives. It gives the general observations, interview results and interpretation of the results.

Chapter Five: This is the final chapter that covered the conclusion, recommendation, and areas for further researches.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter focuses on various theoretical reviews on Total Quality Management. It consists of two parties: Part one deals with theoretical literature review and part two is on empirical studies to reveal the study gaps. It reviews the main concepts and literature about TQM. Finally the chapter gives a conceptual framework which will be guiding the entire study.

Literature reviews concern what is known on the subject matter. The purpose of literature review is to bring clarity and focus to the research problem, improve methodology and broaden the knowledge base on the subject (Kumar and Casley, 1988).

In order to understand the relationship between TQM at the global, national and local levels; literature on quality management and the relationship between them will be presented as they reflect on user protection. Literature on user satisfaction and the roles of regulatory bodies will also be reviewed. In the course of examining the existing literature on TQM the knowledge gap will also be identified.

2.2 Conceptual Definitions

2.2.1 Quality

According to Armand V. Feigenbaum (1999); Quality refers to a parameter which decides the superiority or inferiority of a product or service. Quality can be defined as an attribute which differentiates a product or service from its competitors. The

literatures further explain that Quality plays an essential role in every business. Business marketers need to emphasize on quality of their brands over quantity to survive the cut throat competition.

2.2.2 Total Quality Management

George & Weimerskirch (1998) gives a core definition of total quality management (TQM) describes a management approach to long-term success through customer satisfaction in a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

2.2.3 Quality Performance

Quality performance is a multi-dimensional concept. Bormann and Motowidlo (1993) divide performance in task and contextual performance. Task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's 'technical core'. This contribution can be both direct as in the case of production workers, and indirect as in the case of managers or staff personnel. Contextual performance refers to activities which do not contribute to the technical core but which support the organizational, social, and psychological environment in which organizational goals are pursued. Contextual performance includes not only behaviors such as helping coworkers or being a reliable member of the organization, but also making suggestions about how to improve work procedures.

2.2.4 Companies Performance and Success

A company's success is not measured by single factor. Several factors go into determining the success of a company. When one combine things such as

profitability, customer loyalty, longevity, employee morale and other tangible factors, then one begin to get a clearer picture of how successful a company is (George Root, (2003). There are a few more focused elements that can also be considered among a company's success factors when analyzing the impact a company has on its employees, owners and customers entailed some of these elements are explained below as cited from George Root (2003) and other Authors.

2.2.4.1 Employee Turnover

Jeng, Y.C. (1998) states that a company that is able to retain its workforce benefits in several ways. As the workforce gains experience in the industry and learns how to apply that experience specifically to the company, it encourages the generation of ideas that make the company more competitive. Training new employees is costly; a company that can retain its employees does not have to spend money bringing in new talent.

2.2.4.2 Decision Making

Joiner, T. A. (2007) the success of a company is directly tied to how the company makes decisions on variety of areas from new product development to ongoing name-brand marketing. A decision organ may find itself surrounded with talented people who can advise on the decision-making process and help to craft a decision based on the staff's combined experience. A company run by leadership which does not bring other people's experience and fresh ideas to the decision-making process could be limiting its options and preventing itself to maximize its competence.

2.2.4.3 Overhead Costs

Garvin, D. A. (1988) explains that a successful company is one that can keep its operating costs low while maintaining a high standard of products and services. Low overhead costs help to add funds to the bottom line, and a low overhead ratio also looks good to stakeholders and prospective investors.

2.2.4.4 Organizational Performance

Is a comprehensive index reflecting the degree of realizing previously set goal (Wang and Shieh, (2008). Wang and Shieh (2008) states that it is very significant to the study in effectiveness and efficiency of business operation. The authors believed that higher-educated, well-trained and competent employees would have more capacity to generate added value to the organizational performance.

2.2.5 Relationship between TQM and Companies Performance

According to Jason Trot (2004) considerable empirical evidence suggests that TQM implementation improves quality performance of the company. It has been measured in various ways and found that the quality management model and specific practices, which best predict performance varies across the world (Adam *et al.*, 1997; Prajogo and Sohal, 2004; Arumugam *et al.*, 2008) .The research framework for quality management proposed by Flynn *et al.* (1994); suggested that the inputs of this framework are the quality management (QM) practices while quality performance represents outcomes. Further, product design process, process flow management, and top-management support showed significant correlation (0.8) with quality performance (Flynn *et al.*, 1995). Parzinger and Nath (2000); examined the link

between TQM and software quality and found that TQM implementation improves the software quality and performance, and thus, increases customer satisfaction. TQM has a positive relationship to performance and business operations, employee relationship and customer satisfactions. Both Hasan and Kerr (2003); studied the relationship between TQM practices and organization performance in service organizations and discovered that TQM practices like top-management commitment; employee involvement; training; supplier quality; quality costs; service design; quality techniques, benchmarking; and customer satisfaction leads to higher productivity and quality performance.

Prajogo and Brown (2004); conducted an empirical study within Australian organizations to investigate the relationship between TQM practices and quality performance, and the results indicated a strong and positive linkage. A study on ISO9000 certified organizations of Taiwan performed by Jeng (1998); examined linkage between six QM practices and quality performance.

2.2.2 Benefits of TQM

TQM helps create a culture of trust, participation, teamwork, quality-mindedness, zeal for continuous improvement, continuous learning and eventually, a working culture that contributes towards a firm's success and existence (Yusuf and Aspinwall, 2000).

The most important benefits of introducing TQM into a company includes making the company focus clearly on the needs of its market. Fox (1993); stated that TQM is essential for a company to survive in the competitive market, it helps in achieving a top quality performance in the final product or service quality. Achieving top quality

performance in all areas reflects substantially on the final product or service quality, since quality is a continuous process Fox (1993); continued to insist that TQM assists in implementing the simple procedures necessary for the achievement of quality performance, it helps critically and continuously in examining all processes to remove non-productive activities and waste, it also determine the required improvements and develops a measure of performance and It provides full, detailed understanding of the competition and develops an effective competitive strategy.

Jiju *et.al* (2002); found that The factors that influence the success of TQM implementation in an organizations in Hong Kong is commitment of management ,the role of quality department, training and education ,employees involvement continuous improvement and a close relationship with suppliers, quality policy, quality data and reports, communications and customer satisfactions orientation.

2.3 Theoretical Reviews

The study is centered on understanding how TQM is mainstreamed in the manufacturing companies in order to sustain their services while attaining user satisfaction. It will further assess how the selected organizational structures enhance innovative ideas in improving customer base. In this study, the Deming, Crosby's, Ishikawa theories were used.

2.3.1 Deming's Theory

Deming's theory of Total Quality Management dwells on fourteen points of management, the system of profound knowledge, and the Shewart Cycle (Plan-Do-Check-Act). The theory is widely known for his ratio - Quality is equal to the result of

work efforts over the total costs. If a company is to focus on costs, the problem is that costs rise while quality deteriorates. Deming's system of profound knowledge consists of the following four key points System Appreciation - an understanding of the way that the company's processes and systems work, Variation Knowledge - an understanding of the variation occurring and the causes of the variation, Knowledge Theory - the understanding of what can be known and Psychology Knowledge - the understanding of human nature.

The fourteen points of Deming's theory of total quality management are as follows: Create constancy of purpose, Adopt the new philosophy, Stop dependencies on mass inspections, Don't award business based upon the price, Aim for continuous production and service improvement, Bring in cutting-edge on the job training, Implement cutting-edge methods for leadership, Abolish fear from the company, Deconstruct departmental barriers, Get rid of quotas and standards, Support pride of craftsmanship, Ensure everyone is trained and educated and Make sure the top management structure supports the previous thirteen points. Plan-Do-Check-Act (PDCA) is a cycle created for continuous improvement. In the planning phase, objectives and actions are outlined. Then, one does actions and implements the process improvements. Next, is to check to ensure quality against the original. Finally acting requires that one determine where changes need to occur for continued improvement before returning to the plan phase.

2.3.2 Crosby's Theory

A theory by Philip Crosby developed in 2001. The theory made the point, much like Deming, that if one spend money on quality, it is money that is well spent. Crosby

based on four absolutes of quality management and the list of fourteen steps to quality improvement. Crosby's four absolutes are: Define Quality as adherence, Prevention is the best way to ensure quality, Zero defects (mistakes) is the performance standard of quality and Quality is measured by the price of nonconformity. However Crosby identified fourteen steps to continuous quality improvement which are : Attain total commitment from management, Form a quality improvement team, Create metrics for each quality improvement activity, Determine cost of quality and show how improvement will contribute to gains, Train supervisors appropriately, Encourage employees to fix defects and keep issues logs, Create a zero-defects committee, Ensure that employees and supervisors understand the steps to quality, Demonstrate your company's commitment by holding a zero defects day, Goals are set on 30, 60, or 90 day schedule, Determine root causes of errors, remove them from processes, Create incentives programs for employees, Create a quality council and hold regular meetings and finally Repeat from step one.

2.3.3 Ishikawa's Theory

Creator of the last theory, Dr. Kaoru Ishikawa (1985); is often known for his namesake diagram, but he also developed a theory of how companies should handle their quality improvement projects. Ishikawa takes a look at quality from a human standpoint. The theory points out that there are seven basic tools for quality improvement such as: Pareto analysis helps to identify the big problems in a process, Stratification - Stratification analyzes how the information that has been, Check Sheets - Check sheets look at how often a problem occurs, Histograms - Histograms monitor variation, Scatter Charts - Scatter charts demonstrate relationships between

varieties of factors and Process Control Charts - A control chart helps to determine what variations to focus upon.

2.4 Empirical Reviews

The word quality itself stems from the Latin “*qua litas*”, which means “of what kind” (www.wikipedia.org). The concept was also often used in the sense that the quality of a particular fabric could be a statement about what kind of material it consists of. Another way of using the concept was to consider quality as ‘good’ as opposed to ‘bad’. It connotes a variety of meanings and implies different things to different people Crosby (1975). Deming (1982); defines quality as “a predictable degree of uniformity and dependability at low cost and suited to market”. In general quality for customers as per specified standards desire one, which satisfies customer needs and continuously keeps on performing its functions (Deming, 1982).

Ishikawa (1985) likewise underpins the holistic management approach in TQM in his definition of the concept. He also explained TQM as a total system approach and an integral part of high level strategy that works horizontally across functions and departments, involving all employees, top to bottom, and extends backwards and forwards to include the supply- and customer chain. Rallabandi *et al.*, (2010) similarly emphasize the holistic perspective of TQM and in addition to that he focuses also on wastage reduction. They describe TQM as a way of planning, organizing and understanding each activity in the organization.

Though there is no agreed definition of TQM concept authors like Knights & McCabe, (1997) blame the concept for being vague. There are however several

authors and practitioners in the TQM literature who share several common views. Among others it is widely accepted that TQM is a holistic management approach involving both external as well as internal stakeholders. TQM helps the organization to proactively respond to its surroundings (Porter and Tanner, 2005).

According to Lin *et al.* (2004); Taiwanese and American firms can benchmark the efficiency of quality management practices for Japanese –owned firms as the highest although almost all of their employees are Taiwanese. Meanwhile American-owned firm's efficiency is higher than that of Taiwanese owned firms. Aziz *et al.* (2000) surveyed 540 Malaysian and 180 UK companies emphasizing on small and medium manufacturing enterprises (SMEs). From the survey results, they found out that there is a reliance on inspection and relatively low use of more sophisticated statistical methods for quality improvement for both countries. They also stated that the types of quality practices are promoted by their own governments. Parast *et al.* (2006) conducted a comparative analysis of quality management practices between USA and Mexico manufacturing companies, using the Malcolm Baldrige National Quality Award (MBNQA) criteria as framework. The results show that there are differences between the critical success factors of quality management practices within USA and Mexico.

Quazi and Padibjo (1998); proposed that TQM efforts in the USA and Japan highlighted the increasing importance of TQM, its impact on profitability. However ALakhal *et al.* (2006) argues that organizations with TQM systems in place consistently exceeded industry standards for return on investment. Meanwhile, Saad and Patel (2006) conclude that by implementing TQM, the companies gained in-depth

understanding of the key factors associated with the quality supply chain performance practices in Indian automotive industries. They also showed that TQM in supply chain was important to improve key factors such as quality, delivery and lead-time. Besides that, Jun et al. (2006) argued that the firms with human resources focused in TQM practices, can enhance employee Satisfaction. The dramatic improvements in employee satisfaction lead to a higher level of customer loyalty. The summary of previous researches is shown as follows,

In both countries, social responsibilities and supplier quality were significantly in explaining variability of quality results. More similarities in both countries were found in the effect of quality management practices on customer focus and satisfaction. TQM is traced to be developed over different periods. As Steeples (1992) concludes, there are three periods: quality control, quality assurance and total quality management. Meanwhile Garvin (1998) argues that there are four stages: inspection, statistical quality control, quality assurance, and strategic quality management. In the early 1800s, the development of the rational jig, fixture and gauging system, proved a turning point in quality control science.

According to Garvin (1988), in 1922, Radford (2005) has published “The Control of Quality in manufacturing” that argued for the quality function to become a separate management responsibility and function. Townshend (1990); explained about the “dual nature of quality”, there were two sub-concepts: “quality in fact” and “quality in perception”. He further explained that “Quality in fact” as “the provider of goods and services who through dint of hard work and capital expenditures performs up to its own specifications achieves quality in fact.” “Quality in perception” is defined as the

“subjective quality as the customer sees it. A product or E-Leader Kuala Lumpur, 2009 service achieves quality in perception when meets the customer’s expectations. Total Quality Management is an approach which focuses on improving the organization’s effectiveness, efficiency and responsiveness to customers’ and other stakeholders’ needs by actively harnessing people’s skills and competencies in the pursuit of achieving sustained improvements to organizational performance (Porter & Tanner, 2005).

Revisiting the literatures on quality management, it is evident that there are various schools of thought regarding the concept of Total Quality Management (TQM) and Organization performance. Numerous authors and practitioners have addressed the concept but have ended up with various definitions and interpretations of the concept.

For the TQM to be successful the following key factors should be thoroughly observed. The factors in question are supplier partnership, people and customer management, customer satisfaction orientation, external interface management, communication improvement, strategic quality management, operational quality planning, quality improvement measurement systems, teamwork structure for improvement, and corporate quality culture (Black and Porter, 1996). If these factors are not observed the performance of an organization will fall short of the organization’s expectations Rockart (1979). Seraph *et al.* (1989) developed a reliable instrument to measure quality management practice. This instrument is based on 8 critical factors namely: Role of divisional top management and quality policy, Role of quality department, Training, Product/service design, Supplier quality management, Process management operating Quality, data and reporting, Employee relations.

Ahire *et al.* (1996) expanded the practices even further and identified 12 factors that are critical for the implementation of TQM. These factors are: Top management commitment, Customer focus, Supplier quality management, Design quality management, Benchmarking, use of statistical process control, internal quality information, Employee empowerment, Employee involvement, Employee training, Product quality, and Supplier performance.

Fotopoulos *et al.* (2009) surveyed 370 Greek companies and found out that, leadership ISS & MLB, process management, service design, human resource management, customer focus, Education and Training, and supplier quality management are critical success factors in TQM implementation. Many business firms in Australia implemented ISO standards and TQM in maintaining the Quality level of production and services.” M. Sadiq and Teo Boon Hoong (2003), Title “The implementation of TQM and Organization Performance of small and medium companies in Malaysia with or without ISO 9000 had a positive impact on organizational performance, ISO 9000 as a catalyst to increase the performance of organization implementing TQM.

Rahman and Bullock (2005) also explored the relationship between TQM practices and organizational performance using data from 261 Australian manufacturing companies. Adopted from Dow *et al.* (1999) and Power, Amrik, and Rahman (2001), they formed a model with 10 TQM constructs: workforce commitment, shared vision, customer focus, use of teams, personnel training, cooperative supplier relations, computer base technologies, just-in-time principles, technology utilization, and continuous improvement enablers. The first six constructs were considered as the soft

elements, and the remaining four constructs as the hard elements of TQM. Elements of soft TQM are essentially dimensions of human resource management, like workforce commitment, training and so on, while hard elements relate to continuous improvement or treat organizations as total systems (Rahman & Bullock, 2005). The results of this study suggested that in general, the soft TQM dimensions were significantly related to organizational performance. These findings were broadly similar to that of Samson and Terziovski (1999), Powell (1995), and Dow *et al.* (1999). In addition to direct effects, soft TQM elements also had an indirect effect on performance through their effect on hard TQM elements. This study also provided evidence that certain hard TQM elements had a significant impact on performance and suggested that for having such an impact, hard TQM elements need a support from elements of soft TQM.

Conclusively; Empirical literatures above show factors that have relationship with TQM and their overall influences to the quality of goods and services to be produced. The studies related projects smoothness in operationalization towards achieving the target of customer expectation and hence satisfaction. However, the above studies partially assessed the role and the direct link of the TQM and continuity of maintaining the customer base, therefore this study aims at bridging the existing information gap.

2.5 Research Gap

Previous researches have responded to TQM questions and showed the multi-actors relationship with their roles on customer satisfaction. For example, George n. Root (2003); outlined that if there were no consideration of the TQM in decision making

the design and type of outputs for their projects would not attain their existence in the competitive market. Therefore it is high time to address the issue of Total Quality Management so as to fill the information gap and to inform the actors and decision makers on their investments. The focus is to meet the MDG targets of improving the poor country's poverty line by the improved good quality of goods and services production and hence economic livelihoods of the customers in poor country like Tanzania by half by the year 2015.

2.6 Conceptual Framework

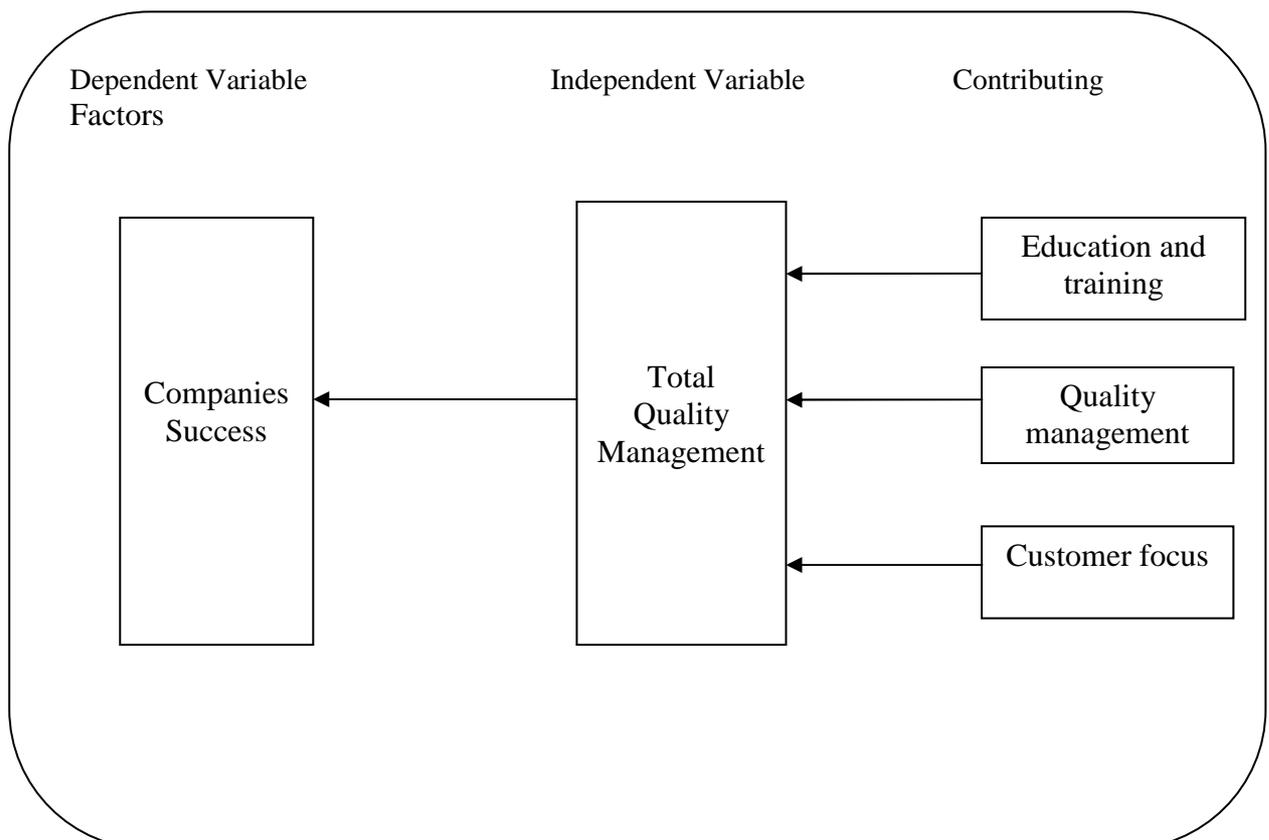


Figure 2.1: Conceptual Framework

Source: Developed from Literature Review, (2015)

Adopting from Porter & Tunner (2005); Fotopoulos *et al*, (2009); TQM is seen to be a multi-criteria phenomenon measured on eight dimensions. These criteria are then narrowed into few factors and which are then used in TQM measurements under three categories that is, over performing, performing and underperforming.

There is the relationship between company performance (dependent variable) and the TQM (independent variable). However factors like customer focus, Education and training and Quality Management may also influence company performance during the project implementation. Independent variable in this study (TQM) is hypothesized to be a variable that influences performance of a company.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the study area, research design, study population, sampling technique, data collection techniques, data analysis techniques, ethical considerations further on the implication of these methods which has been adopted in this particular study.

3.2. Research Design

This study employed qualitative exploratory research design. Research design constitutes the decision regarding the what, where, when, how much, by what means a study is going to be undertaken; it is a framework for how the researcher intends to collect and analyze data (Kothari, 2004). Research design should: contain clear objectives derived from research questions; specify the type of data and sources from which data is collected; elaborate the design techniques, and sampling methodology and procedures.*p14*

The choice of an appropriate research design requires a careful consideration of the features of a phenomenon under investigation. Such features determine both, the type of empirical data and the method for undertaking the analysis (Saunders et al, 2004). Yin (2003) suggests that “how” and “why” questions should be investigated using a case study method in which a researcher has no control over the variables. The rationale behind for choosing such an approach is due to its maximum flexibility and versatility in terms of the methods through considering different aspects of a problem under study. It has not been able to undertake a robust conclusive research due to

nature of circumstances in the Food and Beverage sector in Dar es Salaam. This sector has become extremely sensitive to confidentiality issues making it very difficult to obtain relevant data that enough to enable conducting a robust conclusive study. Therefore, due lack of sufficient amount of relevant data it was decided to employ exploratory approach that would allow to discover insights and ideas about the role of TQM on foods and beverages companies in Dar es Salaam.

This study was done for the purpose of achieving its specific objectives namely; identifying the Total Quality Management blockages in the foods and beverages companies, identifying number of companies in Food and Beverages in Dar es Salaam and to establish the approach that can improve manufacturer's awareness and practices according to Total Quality Management guidelines.

3.3 Area of the Research

This study was as per objectives try to find out the Tanzanian foods/beverages manufacturers' awareness about quality and quality management as an important component in their production process. The study will also look at the level of consistent quality management. Since a significant number of these manufacturers are based in Dar es Salaam, it goes without say that Dar es Salaam was the most appropriate place for the study from both economical and operational reasons.

3.4 Population of the Study

Population involves all members of the study group. According to Kothari (2004); all items under consideration in any study constitute a universe or a population. The target research population for this research were the workers in Foods and Beverages

Companies in Tanzania particularly Dar es Salaam summing total of 21 respondents (3 staff members in each company).

3.5 Sampling Procedure

Adopting from Magigi (2005); a sample of at least 30 units is statistically significant to present any population. A stratified sample of 7 companies was taken where by 3 were from big companies named Azam Bakhresa, Cocacola Company and TBL and four from Small Companies Named Modalle Peanut Butter Company., Sunflower Cooking Oils, Nelwa Gelato Ice Cream Company and Taste Chilli Sauce.

Table 3.1 Sampling Distribution

S/N	Company	Population size
1	Azam Bakhresa	3
2	Cocacola Kwanza Company	3
3	TBL	3
4	Modalle Peanut Butter Company.	4
5	Sunflower Cooking Oils	4
6	Nelwa Gelato Ice Creams	4
7	Taste Chilli Sauce	4
	TOTAL	25

3.6 Data Collection and Data Collection Tools

In order to collect the necessary data, pre-prepared questionnaires were very important tool. For that matter two types of questionnaires were prepared that suited for large companies and the other for small companies.

3.7.1 Questionnaires and Interview

Kothari (2004) defines interview as selected set of questions administered through verbal communication in a face to face relationship between a researcher and the

respondent. It entails a face to conversation between interview and interviewee. This method is useful as it gives the respondent freedom to ask in case of need. An interview guide prepared in order to have consistency in asking questions.

3.7.2 Data Collection

40 copies of questionnaires and 40 copies of questionnaires were distributed to targeted employees working within foods and beverages companies in the selected companies in Dar es Salaam. A five point Likert scale (Strong Agree, Agree, Strongly Disagree, Disagree, Neutral or Not Applicable) were used in the questionnaires. (Collin *et al*, 2003) stated that this scale makes respondent more comfortable with wide varieties of choices. Out of 40 copies sent to targeted sample, A total number of 10 copies were returned from Food and Beverages companies then returned data was then analysed.

3.8 Data Processing and Analysis

Data processing and analysis started immediately after all the necessary or required data have been collected. In this particular study much all the analysis process was done using the Ms excel because the study was more of a qualitative. Few obtained quantitative data were too processed by MS Excel computer program and analyzed using descriptive approach. The findings of the study were interpreted and recommendations were made to the relevant stake holders.

3.9 Ethical and Confidentiality Consideration

This study is by nature a sensitive one because it tries to look at Knowledge Attitude and Practice (KAP) of a business community which is in most cases secretive and suspicious of visitors to their firms. Under such circumstances it is sometimes

difficult for researchers to be fully accepted and given the due co-operation. To try to overcome this, Researcher had to get an introductory letter to the firms from the University authorities.

In addition researcher had to show high degree of personality, respect and conduct. Showing a copy of the proposal to the company authorities would also reduce suspicion and set a friendly environment/atmosphere. Confidentiality was also highly taken care of by using as much as possible code names for the companies under study to avoid conflicts of interest.

CHAPTER FOUR

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter deals with the presentation, analysis and discussion of field data. The information that was collected through questionnaires and interviews was grouped according to relevance and interpreted to give a picture of the field findings.

4.2 Foods and Beverages Companies Demographic Characteristics

The Researcher was able to obtain data from 7 Foods and Beverages Companies. The participants included workers from TBL Company (3), Azam bakhresa (2) ,Modalle Peanut butter Co (1)Nelwa Gelato(1), Sunflower Cooking Oil (1) and Taste Chilli Sauce(1). These were able to give their opinion through questionnaire and some through interview. This made this study very strong and reliable as members of each project population had an equal chance to participate.

Table 4.1 List of Interviewee from the Surveyed Manufacturing Industries

Number	Company	Number of participants interviewed
1	AZAM and Co Ltd	2
2	TBL	3
3	Modalle Peanut Butter Co.	1
4	Nelwa Gelato Co.	1
5	Sunflower Cooking Oil Co.	1
6	Taste Chilli Sauce Co.	1
7	Cocacola Co. Ltd.	1
Total		10

4.3 Respondents Educational Background

Majority of the employees from the Foods and Beverage Companies had at least a bachelor's degree and masters degree such companies were Azam bakhresa, Coca-Cola Kwanza Company and TBL where as from small Companies such as Modalle Peanut Butter Company had Advanced Diploma, Nelwa Gelato had Masters Degree, and Taste Chilli Sauce Company was a High School leaver. This gives an implication that the degree of quality management in such companies is of paramount. It further gives the consumers higher confidence in using goods produced in such industries.

4.4 Performance of Foods and Beverages Companies

Experience has shown again and again that there is a relationship between quality and performance (volume of production, sales, revenues, market coverage). This is falling under the range of past five years. Products of good quality are more competitive in the market and their demand is also high. Companies that produce low quality goods either disappear in the business within a very short period of time or remain without significant growth. The study looked at the performance of these 7 Foods and Beverages manufacturing companies for a period of 5 years as an indirect indicator of the companies' keenness in quality management. In short the 3 big companies under the study that was Azam bhakhresa group of companies, TBL and Coca-Cola Kwanza Company performed reasonably well but TBL Company did exceptionally well.

4.4.1 Tanzania Breweries Limited

Tanzania Breweries Limited (TBL) is the largest brewer in Tanzania, commanding 79 per cent of the beer market share. Founded in 1933, the company is involved in the production, distribution and sale of malt beer, non-alcoholic malt beverages and

alcoholic fruit beverages In Tanzania. Some of its brands include *Safari Lager*, *Kilimanjaro Premium Lager*, *Ndovu Special Malt* and *Konyagi*. It also produces and distributes *Castle Lager*, *Castle Milk Stout*, *Castle Lite* and *Redds Premium* under license from SABMiller.

It operates 4 breweries in Dar es Salaam, Arusha, Mwanza and Mbeya with a capacity of 4 M hl per annum and 11 depots throughout the country. It also produces malt at its malting plant in Moshi. Capital expenditure to the tune of TZS 100Bn over the past year, a 92.31 per cent jump from 2011, is directed in part to increase the firm's beer capacity by 300,000hl in 2013 allowing it to meet some of the 5 M hl of demand expected within the next 36 months. TBL owns 65 per cent of Tanzania Distilleries (with Distell owning the remaining 35 per cent), the largest wines and spirits company in Tanzania with a 95 per cent market share. The firm is a subsidiary of SAB Miller, the 2nd largest brewer in the world, who own 57.54 per cent of the company.

4.5 Companies Awareness on TQM

The value of each TQM factor was been rated by group of questions using a Five point likert scale method. Participants were asked to score their answer from 1-5 with a Strong Agree, Agree, Strong Disagree, Disagree and Neutral given statement. Using this Scale, the average of the measurement was $3(1+2+3+4+5 = 15/5)$ the greater than 3 indicated agreement and less than 3 indicated disagreement. The table below shows the mean of each Factor investigated within the study. These factors were Education and Training, Customer Focus, Inspection, Supplier management, Quality Management and Continuous improvement.

Table 4.2 Performance of TBL for the Year ended 31st March 2014

		2014	2013	2012	2011	2010
Sales	TShs' M	979,651	892,017	800,948	635,863	527,768
Profit before income tax	TShs' M	292,719	253,813	238,228	173,183	133,842
Dividends declared	TShs' M	132,718	88,479	58,986	-	44,239
Cash flow from operations	TShs' M	221,926	215,744	144,056	169,551	127,141
Net cash invested to expand operations	TShs' M	98,868	102,727	99,887	51,389	113,488
Total borrowings	TShs' M	56,892	73,599	76,865	80,346	143,345
Gearing	%	10	15	19	26	73
Market capitalisation	TShs' Bn	2,359	902	773	537	513
Basic earnings per	TSh	680	579	543	387	296
Earnings per share growth	%	17	7	40	31	22

Source: Field data TBL (2015)

The managements of the 3 big companies are quite aware of the importance of producing quality products for the success, credibility of their companies. It is for that reason the 3 companies have in place “Quality Management or Assurance” systems in their firms. The quality assurance measures in these firms include among other a) a clean premises and working environment b) a clean working force with appropriate working gears and uniforms c) adequate water supply and sanitation d) adequate space for storage of products e) laboratory for testing and verification of their products during the manufacturing process and after. To be fair and honest Azam Group OF Companies, TBL and Coca-Cola Kwanza Company were exceptionally impressive in all the above mentioned quality control measures especially in the foods

and drinks manufacturing sector. It is pity however to say that the concept of “Total Quality Management” is not very well known by most of the managements of the foods and drinks manufacturers with the exception of Nelwa Gelato Company and Sunflower Oil Company which have started to implement some of the things in the concept. For example Nelwa Gelato and Sunflower Cooking Oil Company have specific suppliers of their raw material and also to certain extent have specific delivery systems of their products.

It is very interesting to hear that both big and small foods and drinks manufacturers agree that production of quality product is of paramount importance for the success and credibility of their companies. Despite of the appreciation that “quality is the back bone of their business, the picture at the four small companies is unfortunately not all that good as far as quality management is concerned. The premises are small hence crowded and in some cases in wrong places. The preliminary thing required for production of quality products more so foods and drinks example clean and spacious environment, water supply and sanitation, uniforms and working gears are questionable in these small companies. Most of these companies do not have in place a scientific “Quality Management or Assurance’ systems and for that matter quality of their products is measured or appreciated by crude methods only like through smell, color, shape and taste.

Due to lack of appropriate equipments example weighing machines and measuring instruments, mixing of the ingredients or raw materials is done by estimation. To make things even worse the concept of TQM is unheard of. For example a producer of Taste Chili Sauce produces Chili sauces using anything called chili as raw materials!

If that is the case will the Chili sauce produced always be of the same quality? Can such products be competitive in the market?

Table 4.2: Performance Trend of the Modalle Peanut Butter Company Period 2010-2014

Year	Volume of Production	Financial Transactions (Sales in Tshs)	Market Places
2010	1 Ton	6000000	Local Market
2011	1.5 tons	9000000	Local Market
2012	2 tons	12,000,000	Local Market
2013	2 tons	12,000,000	Local Market
2014	2.5tons	9000,000	Local Market

Source: Field data (2015)

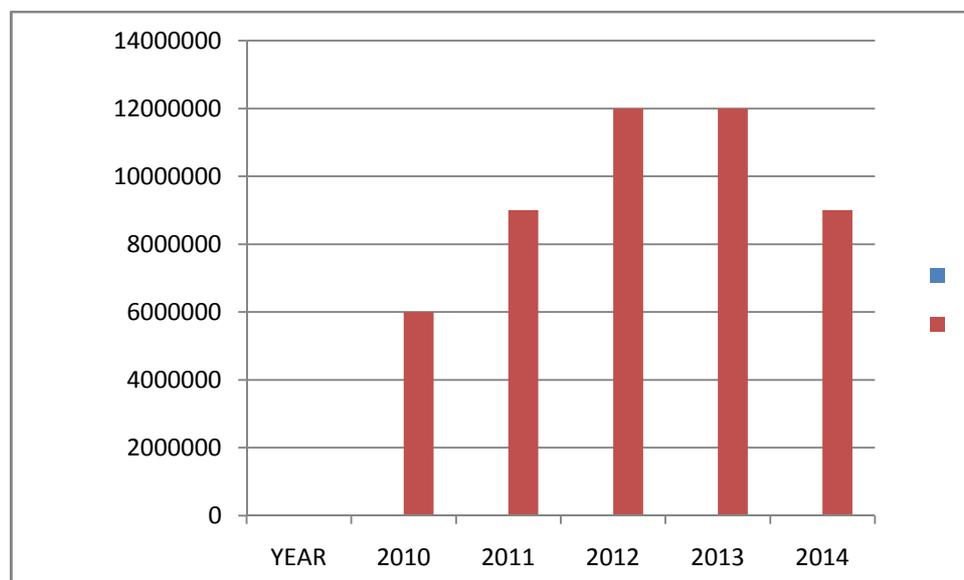


Figure 4.1: Performance Trend of Modalle Peanut Butter Company for the Past 5 Years

4.6 Discussion

The study findings conform to Ishikawa theory (1985) that explains how causes lead to certain effects and from this study it is revealed that TQM has an impact on the companies' performance, and this was revealed through manufacturers' awareness of TQM tools for the food and beverage companies with TQM practices performed really well and vice versa and this was through their past 5 years' performance. Though it is difficult to define what a quality product is, it may be enough to say a quality product is a product that is safe, durable, efficient, comfortable to use, and a product that meets the needs, taste, and expectations of the consumers.

It is a pity that some manufacturing companies either intentionally or unintentionally ignore this plain fact by producing substandard or fake products. It is true that the success of an organization is not attributed only to the quality of the products it produces. The success of an organization depends on other factors; these factors include, among others, workers' skills and involvement, salaries, motivations and incentives, friendly working environments (John Marvin, 1993). Also, this study finding is similar to Rahman and Bullock (2005), who explored the relationship between TQM practices and organizational performance using data from 261 Australian manufacturing companies. The study revealed there is a positive relationship between TQM and the success of an organization. In this competitive world of business and trade under the "Trade Liberalization Policy", the only salvation of any manufacturing company is to produce competitive quality products. Production of quality products should not be taken into compromise by the manufacturers. Production of quality products has inevitable cost implications but for a good cause. In order to consistently be able to

produce quality products the manufacturers have to know and abide to the “Total Quality Management” (TQM) concept which advocates a holistic approach to quality management (supply line, manufacturing process, delivery or distribution line).

It is encouraging to see that some of our foods and drinks manufacturing company’s example Modalle Company have already started to implement the TQM concept by seeing the supply line as an important factor in the consistent production of quality products. These companies have for example introduced contract farming with specified farmers who eventually become their sole suppliers of raw materials. Some companies have in some cases their own sources of raw materials.

CHAPTER FIVE

5.0 RESEARCH CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter gives a summary of the study with conclusions based upon the results of the study and recommendations for the way forward.

5.2 Summary of the Findings

The Research assessed the Role of TQM to the success of Foods and Beverages companies in Tanzania. The Research had 2 specific objectives and that was to determine Foods and Beverages awareness on TQM in terms of Knowledge, Attitude and Practice and another objective was to determine the impact of TQM to the success of Foods and Beverages Companies over the past 5 years. The findings resulted from the study found out that quality management; education and training and human resource management were among the strongest TQM tools that had an impact to the success of companies.

However, the weak TQM tools were the Customer Focus, Continuous Improvement and supplier management. In terms of the impact of TQM to the success of Foods and Beverages Companies TBL did exceptional well and were much quite aware of TQM tools where as to some Companies like Taste Chilli Sauce didn't even keep records of

Company's Performance trend, Unfortunately the researcher didn't manage to get all Foods and Beverage Companies performance trends due to the claims of Companies Confidentialities.

5.3 Conclusion

To determine Foods and Beverages Companies awareness In terms of Knowledge, Attitude and Practise and to determine the impact of TQM to the success of the Foods and Beverage Companies over the past 5 years these were the main specific objectives. The study combined Questionnaires and interviews the data were analysed through the use of Five point Likert Scale .The study found out that quality management; education and training and human resource management were among the strongest TQM tools that had an impact to the success of companies. However the weak TQM tools were the Customer Focus, Continuous Improvement and supplier management and for the case of Foods and Beverage Companies Performance trend over the past 5 years It seemed big companies such as Azam Bakhresa ,Coca-Cola did well where as small companies did not do and this was probably because such Companies were not much aware of TQM tools.

In the background of the research project at hand, a fairly high implementation level of the requirements of TQM in the food and beverage industry has been found. The positive correlation between the fulfillment of the requirements of TQM and the economic success of the companies could be established statistically. The enterprises implement the quality assurance actions that can be measured and indicate a direct effect in numerous cases.

On the other hand, the activities show deficit in using the measured data to the complete extent or in using the activities for indirect or non-monetary benefit. The efforts of the enterprises in terms of issues of quality propose that they will continue to develop their activities towards TQM.

5.4 Recommendations

In accordance with the findings of the study a number of recommendations have been made to each stakeholder. General recommendation has been highlighted in the beginning to leave space for the specific recommendations. On the basis of the results of the research project and considering other experts' publications, one can deduce recommendations for the food and beverage companies that want to boost the quality of their enterprises. Disagreements with other authors can only be found in insignificant aspects. For example, it is uncertain whether the number of different certification systems will stay high or will diminish.

As a second example it is questionable whether the problematic points of interviews with customers are as a result of the organization itself and execution of the interviews, or rather a lack of knowledge on the part of the customers. The supplementary and most important results of the research project could be confirmed by other experts. The TQM approach is useful for companies in terms of improving their business performance. Unfortunately the enterprises only use this approach to a limited scope, so that the activities required by the TQM cannot develop their full prospective.

The enterprises should particularly consider the concerns of employees; they are better able to assess their processes and improve them and, in accumulation, their motivation is imperative. In this high opinion it is helpful to provide transparency and create in your mind the usefulness of the activities of the quality management system to all employees. Moreover, the leaders must make obvious the companies' philosophies and desire for quality through their own behaviour. To prepare staff for adequate operation in their duties, training and continuous culture should be unavoidable, but it is important that training and education efforts are adjusted to what the employees need in their jobs so that unnecessary resource consumption can be avoided. It is also recommended to examine the contacts of the enterprise and get in touch with new partners to maintain the existing contacts and to work on new members in the network. To keep the efforts of documentation simple and the motivation high, the quality management systems of the enterprises should be kept strictly incline.

Consequently it is important that the continuous improvement process is used in terms of the quality management system itself and not just for the requirements of the TQM system. Employees need to know that their work is valued; therefore, companies should more significantly reward the efforts of employees. Furthermore, enterprises should measure the satisfaction of employees as well as collect and analyze the feedback of the employees about how they reviewer their situation in the endeavor. As a consequence of this the enterprises must communicate the results and make the first move for the necessary steps of implementation; or else, they would not be using the information they get. This is moreover accurate for all the community implication.

5.4.1 Recommendation to the Government

The Government as a regulator is already doing a commendable job but they should as well involve themselves in educating the manufacturers on the importance of producing quality products not only for the benefit of the consumers but also for the success, credibility and sustainability of their companies. The Regulatory Authorities should not only to impound fake and substandard products but should as well pay frequent inspection and educative visits to the manufacturing companies. Furthermore give as much attention to minor companies as they give to big companies on issue of Quality Management. All Foods and Beverages Companies are registered so as to straightforwardness follow ups on issue of Quality management.

5.4.2 Recommendation to Academicians

Education for company managements and owners on the importance of allowing researchers especially students to conduct similar studies has to be given an upper hand. In collaboration with the Ministry of Trade and Industries and Chamber of Commerce all together they should educate the manufacturers on the relationship between quality and markets, success and credibility of their companies

5.4.3 Recommendation to the Manufacturers

Manufacturers should know that it is only the quality of the products they produce that will determine their success credibility and sustainability. Production of fake goods and substandard goods is the same as committing suicide. The company managements should not see researchers as enemies because in most cases their findings are quite useful to the companies they run. The business community has to

understand that they are also have a role in the training of future production managers, quality control experts etc.

5.4.4 Recommendation to Consumers

Consumers should always buy approved quality products and should follow storage and use instructions. “Cheap is loss”.

5.5 Suggested Areas for Further Research

This study was conducted in Foods and Beverages Companies based in Dar es Salaam. The researcher therefore wishes to further promote researches on the following areas where time was limited to cover all of these stuffs:-

1. Assessing the role of TQM to the Success of Foods and Beverages in Tanzania, such assessment should not only be based in Dar-es Salaam though Dar es Salaam is the centre point of almost all manufacturing industries but assessment of TQM should also be done to other Foods and Beverage companies out of Dar es Salaam.
2. An Assessment on the role of TQM Should also consider other sectors of the Economy not particular Food sector there are other sectors like Hospitality and Tourism, Transportation and Logistics, Oil and Gas, just mentioning a few.

5.6. Lessons Learned from the Study

During the process of conducting this research various new body of knowledge, skills and lesson have been revealed. These lessons learned are not limited in the following stipulated lessons:

1. Data reliability is very important issue that a researcher needs to focus at the beginning.

With lower reliability data can be misleading and confusing. The fore and most important scenario is to convince respondents to provide valid and true information on the subject matter. Researcher can increase data reliability through explaining in details the objective of the research and importance of the information given from the respondents; this will have an implication to the integrity of the respondents.

2. Data from the Food and Beverages Companies in most cases are strictly and confidential; thus respondents need to be convinced that data provided will be used purely for the purpose of academic research and not otherwise.
3. Self-administered interview guide has some intricate in integrity of personal responses. As resources allows it is better to conduct a short administered interview guide where the interviewer can verify what the responses are. However, under minimal resources researcher must minimize the number of key variables in the design as they may reduce the number of questions in the guided interview which may also give respondents enough time to think critically and eventually responds.

5.7 Limitations of the Study

The findings of this study have met its objectives notwithstanding there were some discrepancies which need to be addressed that somehow affected the results of this study. These are summarized hereunder;

1. Time constraints during conducting the study limited the possibility of accessing other information and activities on Food and Beverage Companies. Being in the organization for only few hours a week, there are bound to be aspects of leadership practice, organizational culture and communication that not revealed during the study. Being an outsider what was revealed to me was very limited.
2. Financial constraint as the study was extremely demanding.
3. Availability of data. This caused by some respondent being absent due to the factors like absenteeism. Management confidentiality in disclosing some information's on how TQM was conducted. Sometimes it was difficult to get the required cooperation from the respondents because of the no incentive in providing information.

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APPENDICES

APPENDIX I: QUESTIONNAIRES

PART I: RESPONDENT DETAILS

1. What is your age ?

- a) 20-25 years
- b) 25-30 years
- c) 35-40years
- d) 45-50Years
- e) 50-55 years

2. Education Background

- a) Bachelor degree
- b) Advanced diploma
- c) Diploma
- d) Certificate
- e) High school Leaver
- f) Or Other Specify

PART II: SPECIFIC DETAILS

1. Are you aware that TQM is an important tool to the success of any company?

- a) Strongly agree
- b) Agree
- c) Strongly disagree
- d) Disagree
- e) Neutral

2. Have you had any training since you joined the company?

- a) Strongly agree
- b) Agree
- c) Strongly disagree
- d) Disagree
- e) Neutral

5. How long was the training?

- a) 1 – 6 months
- b) 7 – 12 months
- c) 1- 3 years
- d) Over 4 years
- e) Not applicable

6. Does Quality Management Authorities Facilitate assessment process in production?

- a) Strongly agree
- b) Agree
- c) Strongly disagree
- d) Disagree
- e) Neutral

7. Do you think Quality management Authorities are competent enough to conduct production assessment ?

- a) Strongly agree
- b) Agree
- c) Strongly disagree
- d) Disagree
- e) Neutral

8. List at least 3 bennefits of conducting TQM in your Company?

- a).....
- b).....
- c).....

9. Do you get raw materials from specific suppliers?

- a) Strongly agree
- b) Agree
- c) Strongly disagree
- d) Disagree
- e) Neutral

10. Do you do inspection of raw materials before production and end products after production?

- a) Strongly agree
- b) Agree
- c) Strongly disagree
- d) Disagree
- e) Neutral

11. Is there a link between your customers and the company?

- a) Strongly agree
- b) Agree
- c) Strongly disagree
- d) Disagree
- e) Neutral

12. Performance of your company for the past 5 years?

Year	Volume	Sales	Awards	Penalties/if any
2010				
2011				
2012				
2013				
2014				

THANK YOU FOR YOUR PARTICIPATION