**THE ROLE OF ORGANISATIONAL CULTURE ON QUALITY MANAGEMENT: A CASE STUDY OF FINANCIAL INSTITUTION AT BUKOMBE DISTRICTY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF THE MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2017**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: “The role organizational culture on quality management: A case study of Bukombe District” in partial fulfillment of the requirement for the degree of Master of Human Recourse Management of Open University of Tanzania.

Dr. Joseph Magali

(Supervisor**)**

27/10/2017

………………………

Date

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# DECLARATION

I, Anthony Mathias Mwalyoyo, do declare that this is my own original work and that it has not been presented and will not be presented to any university for similar or any other degree award.

……………………………

Signature

……...............................

Date

**DEDICATION**

I would like to dedicate this work to my beloved father Mathias Anthony Mwalyoyo who taught me to always dream big and work hard to bring my dream to fruition. I also dedicate this work to my late mum for her unconditional love and prayers. Likewise, I dedicate this work to my wife Justina Patrick Haule who tolerated my absence and supported me economically and mentally to make sure that I fulfill my dreams. I also dedicate this work to my brothers, Mr. Paschal Mwalyoyo and Gideon Mwalyoyo for making me possible to reach the stars and chase of my dreams. Thank you so much, and may God continue to guide and protect you all.

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# ABSTRACT

The aim of this study was to examine the role of organizational culture on quality management at a Cooperative Rural Developmental Bank and a National Microfinance Bank in Bukombe district in Geita region. This study used a case study research design and descriptive research design where the population of the study consisted of customers and employees from the two banks. The researcher used random and purposive sampling technique to draw a sample size of 110 respondents; data was collected through an interview and questionnaire where the percentage and frequencies revealed the outputs of descriptive statistical analysis and appear in tables. The findings show that 80% argued that organization culture has a great influence on organizational quality management as it dictates how things are done in the organization. The study further reveals that at CRDB and NMB customers and employees agree that almost all the variables of culture such as organization’s philosophy, work environment, management and communication style play importance role in their performances and organizational management. This is due to the fact that employees desired to work in environment that maximizes their ability to be innovative, creative, and independent, now the study conclude that these organizations they to take organizational culture as the heart of their organizations to reach the organizational goals. This study recommends that organizations need to set out fair rules and practices to promote a non bureaucratic culture. Also they should use effective communication to facilitate the decision making process and informational sharing in their organization.

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# LIST OF ABBREVIATIONS

CRDB Cooperative Rural Developmental Bank

NMB National Micro financial Bank

TQM Total Quality Management

# CHAPTER ONE

# 1.0 INTRODUCTION

## 1.1 Overview

This chapter gives the background of the problem, the statement of the problem, research objectives which include main objective and specific objectives, research questions, research significance, study limitations and delimitations as well as organization of the study.

## 1.2 Background of the Study

Organizational culture is the “distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organization from another”. In other words, organizational culture includes those qualities of the organization that give it a particular climate or feel. As a result the distinct qualities of an organization may manifest through four dimensions, namely power, role, achievement and support (Harrison, 1993).

In the competitive environment of today, it is crucial to stay ahead of competition and continuously satisfy customers. Quality management practices have been widely implemented, and while some organizations experience great success, other initiatives have failed Jinhui Wu 2011. Many studies have started questioning the universal application of quality management in all organizations, and they claim that some of the quality management practices are dependent on the organizational context, such as industry, firm size and country (Sousa and Voss, 2001). Further, Prajogo and McDermott (2005) argue that among several factors, which all have been attributed as key determinants for quality management success, organizational culture is among those listed at the top. These studies indicate that the organizational context, and consequentially its culture, will have an influence on the outcome of implemented quality management practices.

There are different views on whether quality management practices are associated with, and therefore supported by only one single culture, or if quality management practices can be built on different cultural dimensions. Further, quality management could also be seen as a pure constitution of practices and tools that would fit into different organizational cultures. The latter would imply that different cultural characteristics can be associated with different elements of quality management (Prajogo & McDermott, 2005). According to Hallett (2003), the difference between successful and less successful organizations rests in the roots of establishing an organizational culture. The reason for the popularity of organizational culture is the substantial relationship between the concept itself and its outcomes such as gaining competitive advantage, a company’s effectiveness and financial performance. Normally Organizations want to obtain the commitment of their employees.

Management would like her employees to identify with the values, norms and artifacts of the organization, hence the needs for organizational culture. Management needs to explain and imbibe its culture in its employees; this will enable the employee to get familiar with the organizational system. During this process of explanation, the employee learns about the organizational culture and decides whether they can cope with it or not. This means that each organization is a learning environment. It is the proper understanding of the organizational culture that the performance of the employee in the organization depends on organizational culture. Performance is the extent to which an individual is carrying out assignment or task. It refers to the degree of accomplishment of the task that makes up an employee’s job (Cascio, 2006). The culture of the organization should be developed to support continuous improvement, improve employees’ style of performing their jobs and thus develop quality management.

To operate successfully across cultures, it is important to be able to recognize cultural differences and be adaptable (Naor et al, 2000). Organizational culture finds expression through thoughts, intentions, actions and interpretations of members of the organization (Hallett, 2003). Also Karimi and Kadir (2012) confirm that not all types of culture considered as a set of practices has a positive impact on the total quality management implementation. Only two components of culture hierarchal and developmental showed a negative impact on the soft and hard total quality management for Iranian oil companies.

 Despite the excess of studies on corporate culture in the last few decades, there is no widely accepted causal relationship between corporate culture and quality management. The empirical evidences emerging from various studies about the effect of corporate culture on quality management have so far yielded mixed results that are inconclusive and contradictory. Because of these contradictory results, the question of whether corporate culture improves or worsens organization’s quality management is still worthy of further research such as the one being undertaken in this study. In addition, despite the existence of these studies, very little attention has been given to the banking industry. This means that the impact of corporate culture on organization’s quality management has not received adequate research attention in Tanzania. This research attempts to fill this gap by studying the situation of the Tanzania and providing more empirical evidence on the effects of corporate culture on organization’s quality management.

## 1.3 Statement of the Problem

Rad (2006) asserted that through organisational culture, the organisation is able to work in coordination as a team. Moreover, both the employees and the employees become more involved in a constant joint effort to enhance the organisation’s overall performance. This then involves an impact similar to that of a chain reaction in which, the united goal of the organisation to improve its services will eventually enhance their customers’ satisfaction and minimise the firm’s total costs. In addition, organisational culture increases the employees’ sense of pride and self-worth. Thus, organisational culture positively influences the organisational behaviour, which makes work teams perform more efficiently.

Morgan (1997) asserted that the organisational culture has basically four significant strengths which include focusing on the human capital aspect of organisational life, stressing on the significance of harmonious internal relations among the members of the organisation, which in turn results to the attainment of common objectives and goals and making the organisation leaders to assess themselves in terms of the impact they have on the group. Finally, it develops the organisation’s relationship not only internally but also externally through the impact of their behaviour on the outside environment.

## Many researchers has discussed on the concept of the role of organisational culture on quality management in different ways, different places and different organisations simply because the organisational culture takes a wide way in the process of management in many organisations and others they take it as the heart of the organisations quality management. This research is concentrated on the role of organisational culture on quality management in financial institutions of bukombe district which are CRDB and NMB the only two banks, simply because they have few number employees compared to the customers in the district, now how do they implement, manifest, or enhance their organisational culture to make the effectiveness of their quality management in their organisations in terms of customer satisfaction, employee satisfaction and job performance?

## 1.4 Main Objective

The main objective of this study is to assess the role of organizational culture on quality management.

### 1.4.1 Specific Objectives

1. To assess the influence of organization’s philosophy on quality management
2. To assess the influence of management style on quality management
3. To assess the influence of communication style on quality management.
4. To assess the challenges facing employee in adapting organization culture on improving quality management in an organizations.

## 1.5 Research Questions

1. What is the influence of organization’s philosophy on quality management?
2. What is the influence of management style on quality management?
3. What is the influence of communication style on quality management?
4. What are the challenges facing employee in adapting the organizational culture in improving quality management in an organizations?

## 1.6 Significance of the Study

The study is important to the researcher as it is a prerequisite to accomplish a master degree. The study also is important to the employees and customers since it may create an important awareness on the contributions of the organizational culture to the development of quality management in the organizations. Also the study is helpful on reminding the employees on how to implement the organizational culture to fulfill the organizational objectives and goals, and also customers use the same organizational culture to trust the organizations which serve them. Finally, the finding from the study will benefit the scholars and be used as a point of reference to their studies in the field of organizational culture and quality management.

## 1.7 Organizational of the Study

This study is organized into five chapters. Chapter one covers background of the study, statement of the problem, main objective and specific objective, research questions, significance of the study and organizational of the study. Chapter two covers definition of key terms, theoretical and empirical literature review, research gap and conceptual framework. Chapter three discusses the research philosophy, research design, area of the study, sample size, sampling procedure, data collection, validity and reliability and data analysis plan. Chapter four covers the discussion of findings while chapter five covers the research summary, recommendations and conclusion.

# CHAPTER TWO

# 2.0 LITERATURE REVIEW

## 2.1 Overview

Chapter two presents the basic concepts used in the study and discusses the theory and empirical literatures, the research gap and conceptual framework.

## 2.2 Definitions of the Key Terms

### 2.2.1 Quality Management

**Quality management** is more than tools and techniques and that it has a value system as an underlying foundation. The cultural setting of the organization will affect the outcome of the methods and also the performance of the organization (Naor et al, 2008).

### 2.2.2 Organizational Culture

**Organizational culture** is the distinctive norms, beliefs, principles and ways of behaving that are combined to give each organization its distinct character. These two definitions suggest that organizational culture distinguishes one organization from another organization (Arnold, 2005). According to Brown (1993), the African culture emphasizes individual responsibility, decision and a blending of reason and emotion into an urge to act. The philosophy is built on rugged individualism, a strong work ethic and an insatiable desire for new life that could be won only by aggressive, ruthless determination to succeed. Employers who have built vast organizations by rigorous driving ability were unlikely to take kindly to attempts by workers to limit their freedom to hire and fire, and to give orders and have them executed without question.

Meyer et al (1997) in the study conducted in Dar es Salaam City in DHL and FedEx argues that employee training involves teaching employees skills that can help them become more efficient and productive workers. Most careers include some type of on-the-job training, and a trained work force has benefits for employees and employers. Training is often conducted to familiarize new employees with the roles and responsibilities of their positions as well as company policies. Many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency. Employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. This also results in lower turnover rates.

## 2.3 Denison’s Four Component Culture Theory

Denison’s theory (2000) states that in order a culture to enhance the organization performance, it should have four characteristics which when considered and implemented will promote the organizational performance. These characteristics include involvement of employees in decision making, which promote their commitments towards achieving the organization goals because if involved, employees feel that they are part and parcel of the organization. Consistency; the good culture is the one which is consistent with values, mission, goals and objectives of the organization.

Adaptability; culture should focus to serve customers in either way; if possible the organization has to take risk and learn from mistakes raised by customers. The culture should lead the organization to adopt change. It should make the organizations to be driven by their customers, take risks and learn from their mistakes. Lastly the good culture should be allied with organization mission. This theory is related with this study because it assess how elements of culture; organization’s philosophy, management style and communication style influence the quality management. These elements may enhance the banks quality management if they are implemented effectively by focusing the employees’ and customers’ needs.

## 2.4 Empirical Literature Review

Lapina et al (2015) found that university organizational culture in Latvia makes ground for quality management and is directly connected to development. Shahzad et al (2012) found that in England organizational culture has impact on the variety of organizations process, employees and its performance. The study further indicated that the same norms and values, it increases the performance toward achieving the overall organization goals. Martinsson and Gröndahl (2011) argued that in order to achieve a higher performance in the process management practice, it is important to increase the feeling of empowerment among employees and to involve them closest to the process in Sweden. Their study concluded that the use of frameworks and models for evaluating organizational cultures has shown to be difficult, due to the complexity of the cultural concept. Jancikova and Brychta (2009) revealed that the TQM and organizational culture play vital part in sustaining company’s competitiveness in present competitive environment.

Karimi and Kadir (2012) confirm that not all types of culture considered as a set of practices has a positive impact on the TQM implementation. Only two components of culture hierarchal and developmental showed a negative impact on the soft and hard TQM for Iranian oil companies. Nikpour (2017) analysed the impact of organizational culture on organizational performance taking the mediating role of employee’s organizational commitment for employees in education office of Kerman province in Iran by using descriptive analysis and structural equation modeling. The results indicated that the organizational directly and positively influence the organizational performance and indirectly affects employee’s commitment.

Sofi and Devanadhen (2015) used the Structural Equation Model to identify the impact of bureaucratic, community, competitive and innovative cultures influence on performance of the banks in Jammu and Kashmir, India. The findings revealed that organizational culture affects organizational performance directly and significantly as all cultural styles namely; bureaucratic, community, competitive and innovative cultures have shown significant and direct impact on organizational performance. Menaka and Chandrika (2015)analyzed the impact of organizational culture on employee job performance in a large scale apparel company in Sri Lankan by using the descriptive and regression analysis. The study concluded that 27% of variation in job performance was caused by organizational culture.

Uddin et al (2013) examined qualitatively the influence of organizational culture on employee performance and productivity at telecommunication sector in Bangladesh. The analyses concluded that employees’ beliefs, norms, gestures and all relevant aspects of organizational culture impacted on firm’s performance. Kelepile (2015) revealed that there was a significant correlation between organizational culture and organizational commitment in Diamond Operations Unit, Diamond Trading Company (DTC) in Botswana. The study found that both the organizational culture and organizational commitment had an influence on the productivity and quality management of the Diamond Operations Unit.

Acquah et al (2015) analysed the impact of organizational culture on performance from faculty perspective in three non-faith based universities in Ghana by using qualitative and descriptive analysis. The findings showed that dominant existing achievement and support cultures impact positively on staff performance. Madueke and Emerole (2017) analysed the influence of organizational culture on employee retention for three selected commercial banks in Awka, Anambra State in Ghana by using the descriptive analysis. The finding found that there was a significant positive relationship between innovative culture and the employee commitment in commercial banks. The study concluded that promoting idea generation, capability and risk taking enhance high employees retention in an organization.

Poku and Owusu-Ansah (2013) asserted that in order to sustain or gain competitive edge alongside superior performance, many organizations have restructured, merged, benchmarked, re-engineered, implemented total quality management programmer and introduced competitive staff benefits in Ghana. Their study revealed that though there were significant differences among banks in terms of the organizational culture traits, there were no significant differences among them with regards to performance.

Okibo and Shikanda (2011) analysed the effects of organizational culture on innovation for the Kenyan Postal Corporation of Kenya using descriptive analysis. The study found that leadership, skills, rewards and recognition affect innovation. Nawar and Dagam (2015) assessed the influence of organisational culture on enhancing the ethical work climate within public sector in Uganda by using the correlation and regression analysis. The results revealed that lack of improved regulatory framework leads to breakdowns of integrity which later causes increased operation costs in businesses, poor reputation and poor customers/clients trust.

## 2.5 A summary of Empirical Literature Review

Table 2.1 present the Summary of empirical literature review.

Table 2.1: Summary of Empirical Literature Review

| **Name of Author & Year and where the study was done** | **Title/Nature of study** | **Findings** | **Analytical Method used** |
| --- | --- | --- | --- |
| Bozorgi, et al (2012). A case of ISO 9001:2000 firm in malaysia | Organizational culture and quality management (ISO/9001) | There is a total agreement that the implementation of quality management, organizational culture must be adhered. | Correlation and multiple regression analysis  |
| Jancikova. and Brychta (2009) -Worldwide | Total quality management and organizational culture as significant factors in ensuring competitive advantage. | Provide more complex view of total quality management concept and role of organizational culture within successful total quality management implementation. | The qualitative and quantitative method |
| Shahzad, et al (2012). A case study in England. | Impact of organizational culture on organizational performance | Organizational culture has deep impact on the variety of organizations process, employees and its performance. | Qualitative method |
| Karimi and Kadir (2012). A case study in Iranian oil company. | The impact of organizational culture on implementation of total quality management. | Not all types of culture considered as a set of practices has a positive impact on the TQM. Only two components of culture hierarchal and developmental showed a negative impact on the soft and hard TQM | Confirmatory factor analysis |
| Poku and Owusu-Ansah (2013), A case of banking industry in Ghana. | Organisational culture and organizational performance: empirical evidence from banking industry in Ghana. | Though there is significant difference among the banks in terms of the Organizational Culture Traits, there was no significant difference among them with regards to Performance. | Regression method |
| Kambi (2011). The case of Tanzania breweries limited. | The impact of cultural change on organizational performance. | The findings revealed that organizational culture was impacted positively because foreign partners invested in technology and human resource development is the acquired organization to turn around and produce as much the desirable consequence |  Correlation method  |
| Martinsson and Gröndahl (2011). A case study in a manufacturing unit in Sweden | mpact of organizational culture on quality management. | In order to achieve a higher performance in the process management practice, it is important to increase the feeling of empowerment among employees and to involve the people closest to the process it the quality efforts at the unit | Qualitative method |
| Nematy et al (2012) | Impact of organizational culture on total quality management implementation barriers | Nevertheless, whilst many TQM implementation models and frameworks have been designed and proposed, no study has been located in the literature that has systematically examined the relationship between organisational culture and TQM implementation barriers. | Quantitative method |

**Source:** Developed by the researcher based on empirical literature review

Kambi (2011) examined the extent to which organization’s cultural change impacts on overall organizational performance with specific reference to Tanzania Breweries limited. The findings revealed that organizational culture was impacted positively because foreign partners invested in technology and human resource development made the organization to turn around and produce as much the desirable consequence.

## 2.6 The Research Gap

With the existing literature there exists the problem of lack of research focusing exclusively on the role of organizational culture on organizational quality management. And as such, little is known about the nature and uniqueness of the Tanzanian ‘culture’ and its role on organizational quality management. Also the existing studies much focused on the developed countries and most of the study just based only on one institution. As presented in the empirical literature review only one study about the influence of organization culture on organizational performance was done in Tanzania Breweries Company. Therefore, this study assessed the role of organizational culture on organization quality management focusing NMB and CRDB banks in Bukombe District focusing the role of organizational culture on quality management.

## 2.7 The Conceptual Framework

According to Mugenda and Mugenda (2003), a conceptual framework is a graphical or diagrammatic representation of the relationship between independent and dependent variables in a study. It helps the researcher see the proposed relationship between the variables easily and quickly. In this study, the conceptual framework is based on organizational culture factors affecting as independent variables that are presumed to influence the organizational quality.

**Figure 2.1: The Conceptual Framework**

|  |
| --- |
| **Quality management*** Job productivity
* Customer satisfaction
* Employee satisfaction
* Employee efficience
 |

|  |
| --- |
| **The organizational culture*** Communication style
* Management style
* Work environment
* Organizational philosophy
 |

**Independent Variables Dependent Variable**

**Source:** Developed by the researcher based on empirical literature review

# CHAPTER THREE

# 3.0 RESEARCH METHODOLOGY

## 3.1 Overview

This chapter covered the research philosophy and research design employed as well as submitting the research methods used for data collection. Also the chapter provides some variables and measurement procedures which were applicable for this study. Finally, the chapter provides the area of research, sampling size and sample technique and how data was be processed and analyzed.

## 3.2 The Philosophy of the Research

Saunder’s (2009) stated that interpretivism philosophyadvocates that it is necessary for the researcher to understand differences between humans in our role as social actors. This emphasizes the difference between conducting research among people rather than objects such as trucks and computers. The term social actors is quite significant here. Now this study involves people as the social actor in organizational culture to come out with quality management. Saunders (2009) argues that an interpretivisit perspective is highly appropriate in the case of business and management research, particularly in such fields as organizational behavior, marketing and human resource management. Not only are business situations complex but also they are also unique, which means that interpretivisim plays a big role on organizational culture which later control the living style of employee and customers in the organization to come out with quality management.

## 3.3. Research Design and Strategy

A research design is the arrangement of condition for collection and analysis of data in a manner that aims to combine the research purpose with economy in procedure (Kothari, 2004). Also it can be defined as the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and control variance (Moore et al, 1993). This study used descriptive research design which gives the generalization of the findings. A survey is a major method of data collection when using the descriptive design. Descriptive design used to answer the question of “what” and “how” in obtaining information concerning influence of organization culture in maintaining quality management in the organization. Moreover, this study used a case a case study and cross-sectional design were used and it has adopted the both qualitative and quantative research strategies.

## 3.4. Study Area

This study was conducted in Geita region particularly in Bukombe district, because this is one of the 6 districts of Geita region which have the financial institutions like NMB and CRDB. It is bordered to the east by Geita mjii district, to the north by Mbogwe district, and to the west by Kagera region. The reason for selecting the area is due to the fact that Bukombe district is one fast growing district in the country with rapid increasing in numbers of customers including individuals and company that needs bank services this population constituting the attribute which researcher intend to investigate in the study, also the researchers conducted the study in this area because he was familiar with the area, employees and customers hence making the process of data collection very easy.

**3.5 The Sample and Sample size**

Mulder (1989) defines a sample as a group which is selected from the population while remaining as representative as possible. The selected subjects represented the overall population. Bar-On et al. (2007) asserted that sampling refers to the process used to select a portion of the population for study. This study included participants of both sexes from financial institution at Bukombe district in Geita region. It also involved the 90 customers and 20 employees of both sexes in both financial institutional at Bukombe district who are more conversant with the topic and they have some important information concerning the objectives of the study.

The customer participated by responding to the questionnaires, and the employee contributed through interview. The researcher chose the financial institution employees who have wide knowledge’s concerning the organizational culture. In other side, they are the ones who encountering different challenges pertaining organizational culture. Also the customers were chosen to participate in the study because they the ones who witness the day to day activities of the two financial institutions.

## 3.5 Sampling Procedures

Sampling procedure is a process used to select some elements of a population in such a way that they represent actual characteristics of the entire population (Manion *et al,* 2000). In this study the researcher used systematic random and purposive sampling techniques to select bank customers and employees for an interview. According to Coyne (1997), purposive sampling means that the researcher is looking for participants who possess certain characters or qualities. The customers were selected through simple random sampling. This was done by writing the names of targeted people in small pieces of papers and then fold them and put into a container then one name was drawn at a time until the sample of 90 customers were picked from the container.

## 3.6. Types of Data

Both primary and secondary data was collected

### 3.6.1 The Primary Data

These data was collected through interview method. This method involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kothari, 2004). Oral information was obtained from respondents in the field through interviews. Interviews were used to get information from the employee of those financial institutions at Bukombe district in Geita region so as to get unlimited information as a researcher wanted. Data was also collected through questionnaire and observation. Questionnaire was used to collect the information from the customers because it is suitable tool to get information even from the large number of respondents and finally the researcher was able to observe some daily banking activities.

### 3.6.2 The Secondary Data

Documentary review on issues related to organizational culture of financial institution. It involved disclosing information from the written documents pertaining the study such as role of organizational culture to employees and customers, together with the extraction of other relevant information from books and journals among others which have already done by other scholars. Study centers included Bukombe bank areas, Mwanza Regional Library and others from internet sources.

## 3.7 Validity and Reliability

Validity refers to the condition when the instruments of measurement measure what is supposed to be measured while reliability is the consistence of measurement when observing the same conditions (Anderson, 1987). To ensure the validity and reliability of the study, the researcher sake the guidance of the research experts and pre-tested it in a pilot group. The test was able to reveal the effectiveness or failure which then helped to improve the questionnaire or other methods and procedures.

Furthermore, the reliability of the data was checked by Cronbach Alpha through the application of SPSS computer software. Cronbach’s Alpha generally increases as the inter correlations among tested items. The internal consistency estimate of reliability of test scores SPSS indicate that the Cronbach Alpha was **.**988 as shown in Table 3.2 which indicates that there is a degree of internal consistency of variables used in this study.

Table 3.1: The Reliability Statistics

| Cronbach's Alpha | N of Items |
| --- | --- |
| .987 | 19 |

**Source**: Research Field (2016)

## 3.8 Data Processing and Analysis

Data analysis is the process of extracting, compiling, and modeling raw data for purposes of obtaining constructive information that can be applied to formulate conclusions, predicting outcomes or supporting decisions in business, scientific and social science settings (Anderson, 1987). The collections of data from questionnaire were systematically organized in a manner to facilitate analysis. Data was collected over a period of five week. Every evening the researcher was checking the filled questionnaires to find out whether they had been filled in correctly and coded prior to final tabulations so as to check all internal inconsistency for preparation of analysis. Corrections for minor mistakes were made. Both quantitative and qualitative data were analyzed as follows:

### 3.8.1 Quantitative Data Analysis

Frequency and percentage distribution were used as the outputs of descriptive statistical analysis to analyze various characteristic of sample population and responses from respondents through the application of SPSS computer software.

### Qualitative Data

Processing of data implies editing, coding, classification and tabulation where as analysis refers to computation of certain measures along with searching for patterns of relationship that exists among data-group (Kothari, 2004). The researcher processed data by carrying out manual sorting, editing, coding, classifying and tabulating data obtained from documentation, open ended question and structured interview.

## 3.9 Variables and Measurement Procedure

Table 3.2 describes the variables and measurement procedures.

Table 3.2: Independent Variable and Dependent Variables Measurement Procedures

| **Variable** | **Type of variables** | **Description** | **Measure** | **Scale of measurement** | **Method of analysis** |
| --- | --- | --- | --- | --- | --- |
| Communication style | Independent | The flow of information from top to down | -Managers-Employees-Customers | 5-point likert scale | Descriptiveanalysis  |
| Management style | Independent | The way managers controls their subordinate  | -Employees-Customers | 5-point likert scale | Descriptiveanalysis |
| Work environment | Independent | Conducive environment to the workers  | -Employees | 5-point likert scale | Descriptiveanalysis |
| Organizational philosophy | Independent | The use organizational philosophy in organization management | -organizations  | 5- point likert scale | Descriptive analysis |
| Job performance | Dependent | Performance of employees in their work | -employees | 5-point likert scale | Descriptive analysis |
| Employee and customer satisfaction | Dependent | Satisfaction of employees and customers with the services and management style in their organizations | -employees-customers | 5-point likert scale | Descriptive analysis |
| Employee productivity | Dependent | Different policies which allows employees productivity. | -employees | 5-point likert scale | Descriptive analysis |
| Employee efficiency | Dependent  | Organization management select efficient employees | -employee | 5-point likert scale | Descriptive analysis |

**Source:** Researcher (2016)

## 3.10 Ethical Issues Consideration

The research did everything to make this work professional and ethical. To this end, the researcher has informed the respondents about the intention of the study i.e., purely for academic purpose. While introducing the purpose of the research in the introduction part of the questionnaire, the researcher confirmed that subjects, confidentiality will be protected. Moreover, the study was based on permission. The researcher also did not personalize any of the response of the respondents during data presentations, analysis and interpretation. Furthermore, all the materials used for this research have been appropriately acknowledged.

## 3.11 Limitations of the Study

The study was limited with Kiswahili languages from some of customer respondents who failed to concur with the researcher languages, to overcome this researcher assisted by the team of workers like teachers, bank worker who are familiar with these institutions and have ideas in the topic helped to simplify the work. Money was another barrier to this study but parents and other good Samaritans assisted the researcher some money to accomplish the study. Also another limitation encountered in this study relates to the process of data collection. There was some reluctance among participants i.e. customers to fill in the questionnaires and some employee selected for interview to be interviewed.

However, the researcher clarified the purpose of the interview to respondents and some of them agreed to be interviewed after understanding that the study is only for academic purpose. However, when they refused completely after the research to explain to them the purpose of the study, the researcher selected only the respondents who were ready to participate in this study.

# CHAPTER FOUR

# 4.0 RESULTS AND DISCUSSION

## 4.1 Overview

This chapter covers the data analysis and discussion of findings that were obtained from the field. Out of the 90 questionnaires that were distributed to the sampled respondents, 88 were returned completed (83.3% responses rate) and those which were not returned were (16.7% responses rates), but from the returned questionnaire 10 out of 88 were interview (20% responses rates), also Managers 2 and employees 8 (100% responses rate).

## 4.2 Demographic Characteristics of the Respondents

The instrument used for this study requested the respondents to indicate personal information valuable to this study. The demographic characteristic of the respondents are important for further analysis of their responses. Demographic variables were gender, age, marital status and length of stay in the company. The mentioned demographic variables were presented and analyzed using descriptive statistics.

### 4.2.1 Gender of Respondents

Gender was analyzed by the comparing the means as shown in Table 4.2.1. The results show that male respondents were 63.3 % while the female respondents were 36.7%. The analysis reveals that, for the banks employees’ and customers’ majority of them were male respondents representing 63.3% of all respondents while 36.7% were female respondents. Table 4.1 summarizes the results of the findings. These results show that majority of banks’ clients and employees were males. Hence employment policies should be revised to promote more women in various sectors in Tanzania including in commercial banks.

Table 4.1: Gender of Respondents

| Gender | Frequency | Percent |
| --- | --- | --- |
| Male | 57 | 63.3 |
| Female | 33 | 36.7 |
| Total | 90 | 100.0 |

**Source:** Research Field (2016)

### 4.2.2 Age of Respondents

With regarding age range, in Table 4.2 the results indicate that most of respondents were having age of from 23-27, 28-32 and 33 and above. The researcher needed to know the age distribution of respondents to help him to categorize the employees and customers according to the bank which they belong. Table 4.2 summarizes the data obtained on the ages of respondents. The results reveal that respondents below 18 years representing 1.1%, while those aged between 18 to 32 formed the majority representing 67.7% and those aged above 33 and above representing 31.2%. The results indicate that the banks served all categories of age groups. However, the majority were youths who were the active groups and hence participated actively in income generation activities. The bank also purposely employed the youths to tap their energetic contributions for the achievement of organization goals.

Table 4.2: Age of Respondents

| **Age** | **Frequency** | **Percent** |
| --- | --- | --- |
| below 18 | 1 | 1.1 |
| 18-22 | 8 | 8.9 |
| 23-27 | 22 | 24.4 |
| 28-32 | 31 | 34.4 |
| 33 and above | 28 | 31.2 |
| Total | 90 | 100.0 |

**Source**: Research Field (2016).

### 4.2.3 Marital Status

With regarding to marital status, Table 4.3 indicates that a big number of the respondents were married and few were single and separated. The data shows that, 26(28.9%) of the respondents were single, unlike 21(66.7%) of the respondents were married while 4(4.4%) of the respondent were separated from their families. The data signify that most of the clients were married and hence they can contribute positively to bank savings and income.

Table 4.3: The Marital Status of the Respondents

| Marital Status | Frequency | Percent |
| --- | --- | --- |
| Single | 26 | 28.9 |
| Married | 60 | 66.7 |
| Separated | 4 | 4.4 |
| Total | 90 | 100.0 |

**Source:** Research Field (2016)

### 4.2.4 Length of staying in the Company

Table 4.4shows the length of respondents to stay in the company where by most of the respondents stayed 6 years and above, followed by 4-5 years. The results show that 11(12.2%) of the respondents stayed 1 year and below, 15(16.7%) of the respondents stayed in range of 2 to 3 years, 21(23.3%) of the respondents have stayed the range of 4 to 5 years and 43(47.8%) of the respondents have stayed 6 years and above. The results show that most of the respondents have stayed with a bank for a reasonable time and hence they are likely know the banks’ culture and probably they were royal customers.

Table 4.4: The Length of Stay in the Company

| Years of stay  | Frequency | Percent |
| --- | --- | --- |
| 1 year and below | 11 | 12.2 |
| 2-3 years | 15 | 16.7 |
| 4-5 years | 21 | 23.3 |
| 6 years and above | 43 | 47.8 |
| Total | 90 | 100.0 |

**Source:** Research Field (2016).

## 4.3 To Assess the Influence of Organization’s Philosophy on Quality Management

The first objective aimed to assess the role of organization’s philosophy on quality management. Organization philosophy which is concerned with defining the strategic planning and mission, establishing long‐ and short‐term objectives to achieve that mission, and selecting the strategy to be used in achieving those objectives. As part of this process, developing an organization's philosophy statement and mission is very important.

The philosophy statement establishes the values, beliefs, and guidelines in the way the organization manages its employee and customers. The organizational philosophy also makes a bank to conducts her business by maintaining the relationship with her stakeholders like employees, customers, shareholders, suppliers, government, and the public at large. Twenty employees were asked several questions concerning the organization’s philosophy in their institutions and their responses are presented in the following sections.

### 4.3.1 What is your Organization’s Philosophy?

The respondents were asked if they know the CRDB and NMB organization’s philosophy. Majority of the respondents agreed that they know which both banks insist in providing the competitive and innovative financial product and services to customers. This come up with new and attractive objectives and plans to increase the number of customers and employee for the successful of the organizational goals and to strengthen the competitive advantage and hence to make them easy to compete in present and future markets.

### 4.3.2 Is it a Prime Principle on how you do your Work in your Organization?

The analysis shows the organization’s philosophy is one of the important factors in controlling and directing many things in the organization. It also guides employee on how to be reactive. Thus results from Table 4.5 show that 80% of the respondents agreed and strongly agreed on the importance of organizational philosophy as an element of organizational culture while only 20.0% of the respondents they were just uncertain with it. These results indicate that majority of bank customers and bank employees understand the importance of organizational philosophy in promoting the organizational performance.

Table 4.5: Is Organizational Philosophy Linked With Culture?

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 8 | 40.0 |
| Agree | 8 | 40.0 |
| Uncertain | 4 | 20.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016)

### 4.3.3 Is It Derived from Your Founder?

The results from Table 4.6 show that the respondents agreed that the organization’s philosophy was derived from the founders of the organizations by 65.0%, 20.0% strongly agreed 10.0% agreed and 5.0% were uncertain.

Table 4.6: The Organizational Philosophy Derived From Your Founder

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 13 | 65.0 |
| Agree | 4 | 20.0 |
| Uncertain | 2 | 10.0 |
| Disagree | 1 | 5.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016

### 4.3.4 If changed would that Alter the Character of the Organization?

Majority of the respondents as shown in Table 4.7 disagree with the above statement which test that whether the organization’s philosophy changed will not change the organization’s character as the analysis in Table below shows that 45.0% of the respondents strongly disagree, 30.0% of the respondents disagree, 15.0% of the respondents were just uncertain and 10.0% of the respondents agree that it might change.

Table 4.7: If Changed Would that Alter the Character of the Organization?

| Response | Frequency | Percent |
| --- | --- | --- |
| Agree | 2 | 10.0 |
| Uncertain | 3 | 15.0 |
| Disagree | 6 | 30.0 |
| Strongly disagree | 9 | 45.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016

### 4.3.5 Does it Control and Maintain the Organization’s Management Style?

About 90% of the respondents agree that organizational controls and maintains the organizational management style which means that as long as they are working under the same organization’s philosophy is easy to have common directions and fighting to attains the same goals with just the same management style. As the analysis in the Table 4.8 show that 55.0% of the respondents strongly agree, 35.0% of the respondents agree, 10.0% of the respondents are just uncertain.

Table 4.8: It Control and Maintain the Organization’s Management Style

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 11 | 55.0 |
| Agree | 7 | 35.0 |
| Uncertain | 2 | 10.0 |
| Total | 20 | 100.0 |

**Source**: Research Field (2016

## 4.3.6 Your Organization’s Philosophy Promotes Job Performance among Employees?

A big number of the respondents agreed that the organization’s philosophy promote job performance among employees in an organizations which means that the organization’s philosophy are guidelines which gives directions and controls employees on what to do for the organization goal needs. Now employee will strive their best to fulfill the organizational goals through this job performance will be promoted as shown in the Table 4.9 that 50.0% of the respondents strongly agree, 40.0% of the respondents agree, 5.0% of the respondents are just uncertain and 5.0% of the respondents disagree.

Table 4.9: Organization’s Philosophy Promotes Job Performance among Employees?

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 10 | 50.0 |
| Agree | 8 | 40 |
| Uncertain | 1 | 5.0 |
| Disagree | 1 | 5.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016

## 4.4 To Assess the Influence of Management Style on Quality Management

The second objective aimed at assessing the influence management style on quality management. Organization’s management style whether participative, democratic or laiser fair helps the manager to control, direct and coordinate the activities in an organizations. The results from the respondents on the issues of management quality are presented below:

### 4.4.1 Support from the Managements

When the respondents were asked if they receive the support from the management; the analysis shows that majority of the respondents agree on this. Results from the Table 4.10 shows that 35.0% of respondents strongly agree on this, 30.0% respondents just agree, 10.0% of respondents were uncertain with the statement and 15.0% of the respondent disagree on this and 10.0% of the respondents strongly disagree with this. Organizational management style affects organizational action in two ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals’ participation in decision making processes. The results show that the organizational management gives much support to the employee to improve quality management in these institutions.

Table 4.10: Support from Management

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 7 | 35.0 |
| Agree | 6 | 30.0 |
| Uncertain | 2 | 10.0 |
| Disagree | 3 | 15.0 |
| Strongly disagree | 2 | 10.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016)

### 4.4.2 Treatment and Respect of the Management to the Employees

The respondent’s also mentioned that receiving the respect from the management is one of the important factors in employee performances. From the Table 4.11, the analysis reveals that 50.0% strongly agreed, 30.0% just agree on this, 10.0% of the respondents were uncertain with this and 10.0% of the respondents disagree on this. This implies that in order for the ordinary staffs to perform well their jobs, they must be well treated and well respected by the management because is most of the strong way to promote quality management in the organizations.

Table 4.11: Treatments and Respect of the Management to the Employees

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 10 | 50.0 |
| Agree | 6 | 30.0 |
| Uncertain | 2 | 10.0 |
| Disagree | 2 | 10.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016)

### 4.4.3 Management Techniques and Planning

The analysis also reveals that the management’s technique and planning is one of the important factors that employee’s performance and organizational goals, values, objectives and missions base on them. If the management is not well planned its operations or its management procedures are not good; then obvious there will be poor organization strategies which will make the employees performances and organizational objectives poor. Majority of the respondents agree on this strongly. The analysis from Table 4.10 reveals that 15.0% of respondents strongly agreed, 65.0% just agree, 15.0% of the respondents were uncertain. In addition, 5.0% disagreed with the statement as shown in the Table 4.12. These findings imply that the planning of the management is one of the important factors that affect the performance of the employees and managing them.

Table 4.12: Management Technique and Planning

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 3 | 15.0 |
| Agree | 13 | 65.0 |
| Uncertain | 3 | 15.0 |
| Disagree | 1 | 5.0 |
| **Total** | **20** | **100.0** |

**Source:** Research Field (2016)

### 4.4.4 Management Structures

The analysis also reveals that the complexity of the management structure also makes the management of the organization not very easy. The results from Table 4.13 reveals that 40.0% of the respondents strongly agreed with the statement, 25.0% just agree, 10.0% of the respondents were indifferent, 15.0% disagree and 10.0% strongly disagree on this. These findings imply that there is a need for the organization to make sure that the management structure is simple and not complex. Hence organizational performance can only be improved if it has a clear sense of purpose and should be committed towards to its mission and this can be influenced by management structure.

Table 4.13: Complex Management Structures

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 8 | 40.0 |
| Agree | 5 | 25.0 |
| Uncertain | 2 | 10.0 |
| Disagree | 3 | 15.0 |
| Strongly disagree | 2 | 10.0 |
| Total | 20 | 100.0 |

**Source**: Research Field (2016)

### 4.4.5 Appraisal System

The analysis further reveals that the way the employees are being appraised and motivated also play important role in employees performances. If employees are not appraised or if the appraisal system is not clear, then it may affect much the employee’s performances. Table 4.14 summarizes the results of the findings on the respondents view on appraisal system. From Table 4.14, the analysis shows that majority of the respondents agree on the importance of the appraisal system. The results show that 30.0% strongly agreed, 30.0% just agree, 20.0% of the respondents were uncertain 10.0% disagree while 10.0% of the respondents strongly disagree with the statement.

# Table 4.14: Appraisal System

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 6 | 30.0 |
| Agree | 6 | 30.0 |
| Uncertain | 4 | 20.0 |
| Disagree | 2 | 10.0 |
| Strongly disagree | 2 | 10.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016)

### 4.4.6 Openness of the Management to solve the Employees’ Problem

The analysis reveals that the way the organizations is open or interact with the employees to solve their problem is also one of the important factors that affect employee’s performances. When the respondents were asked about this, majority of the respondents agree on this. From the Table 4.15 shows that 35.0% of respondents strongly agreed, 45.0% just agree and 20.0% of the respondents were uncertain.

Table 4.15: Openness of Management Style

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 7 | 35.0 |
| Agree | 9 | 30.0 |
| Uncertain | 4 | 20.0 |
| Total | 20 | 100.0 |

**Source**: Research Field (2016)

### 4.4.7 Your Organizational Management Style Promotes Employees Productivity?

Table 4.16 summarizes the results of the respondents on the contribution of management styleon promoting the employees productivity. The results show that 75.0% of the respondents strongly agree and 25.0% of the respondents agree. This means that the management style is good and this increases the employee productivity.

Table 4.16 Management Style Promotes Employees Productivity?

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 15 | 75.0 |
| Agree | 5 | 25.0 |
| Total | 20 | 100.0 |

**Source:** Research Field (2016

### 4.4.8 Work environment allows employees efficiency?

Most of the employee agreed that the work environment is conducive for their work and their secure. The results show that 45.0% of the respondents strongly agree, 35.0% of the respondents agree, 5.0% of the respondents were just uncertain and 15.0% of the respondents disagree with the statement that work environment allow employee productivity.

Table 4.17: Work Environment allows Employee Efficiency?

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 9 | 45.0 |
| Agree | 7 | 35.0 |
| Uncertain | 1 | 5.0 |
| Disagree | 3 | 15.0 |
| Total | 20 | 100.0 |

**Source**: Research Field (2016

## 4.5 To Assess the influence of Communication Style on Quality Management

The third objective aimed at assessing the role of communication style on quality management in CRDB and NMB at Bukombe district. Communication is the life wire of any organization regardless of its size or nature. If properly used, it can be as an instrument for effective job performance, and serves as an index for employee motivation and as the resultant for high productivity. There is no doubt that that if the organization has to function well, then the information must be well communicated. From the interview respondents said that communication plays a big role in improving quality management in an organization as follow:

1. It improves information leakage among the team. This makes the team in an organization to share different view/data/information from one to another and this promotes goals achievement in the two organizations.
2. It provides ample corridor for discussion during the decision making.
3. It maintains the good relationship between the management and the staff

The results from the Table 4.18 shows that 51.1% of the respondents strongly agreed that one of the important role of communication style in the organization is to handle employees and customer’s relationship effectively and to promote customer satisfaction on services provided. The results also show that 35.6% of the respondents agreed while 113.3% of the respondents were uncertain with the statement.

 Table 4.18: Communication handles the Employee Relationship Effectively?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 46 | 51.1 |
| Agree | 32 | 35.6 |
| Uncertain | 12 | 13.3 |
| Total | 90 | 100.0 |

**Source:** Research Field (2016)

### 4.5.2 Communication allows Organization to Share a Common Vision which may Lead Employee in one Direction

Regarding the data below shows that another role of communication on quality management allows to share common values, common issues and common ideas with the employee focusing the organizational goals so as may lead them in one direction of production. Thus (50.0%) of the respondents strongly agreed, 44.4% of the respondents agreed and (5.6%) of the respondents have just probably agree.

Table 4.19: Communication allows Organization to Share a Common Vision which may Lead Employee in One Direction?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 45 | 50.0 |
| Agree | 40 | 44.4 |
| Uncertain | 5 | 5.6 |
| Total | 90 | 100.0 |

**Source**: Research Field (2016)

### 4.5.3 Communication Enhances Employee Satisfaction with both their Jobs and their Leaders?

Table 4.20 shows that majority of the employee agree that communications in the organizations makes them feel better with their organization is easier for them to transfer their ideas, problems, difficulties they face in their jobs and to their leaders so as to solve them for the betterment of the organization. Thus 46.7% of the respondent strongly agreed that communication makes the employee to be satisfied with both their jobs and their leaders, 46.7% of the respondents agreed, 2.2% of the respondents said they that they were uncertain and 4.4% of the respondents disagree with the statement.

Table 4.20: Communication Enhances Employee Satisfaction with both their Job and their Leaders?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 42 | 46.7 |
| Agree | 42 | 46.7 |
| Uncertain | 2 | 2.2 |
| Disagree  | 4 | 4.4 |
| Total | 90 | 100.0 |

**Source**: Research Field (2016)

### 4.5.4 Communication generates Greater Cohesion and High Commitment Employee?

As the way is simple for employee to share their ideas to their organizations management team makes them adhere to each other and as they receive orders from the top they may be committed with their jobs. Table 4.21 show that 31.1% of the respondents strongly agreed that communication generate great cohesion and high commitment employee in the organization and 68.9% of the respondents agreed.

Table 4.21: Communication Ggnerates Greater Cohesion and High Commitment Employee?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 28 | 31.1 |
| Agree | 62 | 68.9 |
| Total | 90 | 100.0 |

**Source**: Research Field (2016)

### 4.5.5 Communications Enhance Job Performance?

The results in the important role of communication in the organization in enhancing job performance are presented in Table 4.22. The results show that 81.1% of the respondents strongly agreed, 16.7% of the respondent agreed and 2.2% of the respondents they agreed.

Table 4.22: Communications Enhance Job Performance?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 73 | 81.1 |
| Agree | 15 | 16.7 |
| Uncertain | 2 | 2.2 |
| Total | 90 | 100.0 |

**Source:** Research Field (2016)

### 4.5.6 Communication Makes the Customer to Feel Comfortable with their Organizational Services?

Communication also makes customers to feel comfortable with their organizational service like NMB mobile which helps customers to communicate with NMB bank through their mobile phones. This makes them comfortable when they are at home and they continue accessing the bank services. Thus Table 4.23 presents the results from data analysis which shows that 25.6% of the respondents strongly agreed, 41.1% of the respondents agreed, 21.1% of the respondents were uncertain, 8.9% of the respondents disagreed and 3.3% of the respondents strongly disagree with the statement.

Table 4.23: Communication makes the Customer to Feel Comfortable with their Organizational Services?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 23 | 25.6 |
| Agree | 37 | 41.1 |
| Uncertain | 19 | 21.1 |
| Disagree  | 8 | 8.9 |
| Strongly disagree | 3 | 3.3 |
| Total | 90 | 100.0 |

**Source:** Research Field (2016)

### 4.5.7 Communication in Organizational Culture Helps to Simplify Management in the Organization?

The results from Table 4.24 show that 33.3% of the respondent strongly agreed, 52.2% of the respondent agreed and 14.5% of the respondent were not sure.

Table 4.24: Communication in Organizational Culture helps to simplify Management in the Organization?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 30 | 33.3 |
| Agree | 47 | 52.2 |
| Uncertain | 13 | 14.5 |
| Total | 90 | 100.0 |

**Sourc**e: Research Field (2016)

### 4.5.8 Communication Generates Greater Cohesion between Employee and Customers to their Organization Management?

The results from Table 4.25 show that communication is very important on quality management in the organizations as it generates great cohesion between employees with their organizations. It also generates a great cohesion between employees and customers. The results from Table 4.25 show that 41.1% of the respondents strongly agree, 36.7% of the respondents agree, 7.8% of the respondents were uncertain and 14.4% of the respondents disagree with the statement.

Table 4.25: Communication Generates Greater Cohesion between Employee and Customers to their Organization Management?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 37 | 41.1 |
| Agree | 33 | 36.7 |
| Uncertain | 7 | 7.8 |
| Disagree  | 13 | 14.4 |
| Total | 90 | 100.0 |

**Source**: Research Field (2016).

Choudhary and Rathore (2013) asserted that total quality management (TQM) is a management philosophy which focuses on the work process and people, with the major concern for satisfying customers and improving the organizational performance. It involves the proper coordination of work processes which allows for continuous improvement in all business units with the aim of meeting or surpassing customer’s expectations. It emphasizes on totality of quality in all facets of an organization with the aim of reducing waste and rework to reduce cost and increase efficiency in production.

TQM is applicable to any organization irrespective of size motives, even the public sector organization are fast adopting the ideology in order to make them effective in meeting public demands. It adopts the participative approach. The central concept of TQM has to do with the achievement of quality standard in products and services. This achievement is possible through effective communication anchored on modern communication technology. Otherwise is known as information technology. It is designed to improve the general functioning and process of an organization. Effective communication is logical, rational and persuasive and it is especially useful in industrial relations, organizational change and relaxation.

There is strong relationship between good communication and successful quality implementation. Although communication has always been key requirement of good management, it’s even more important in the implementation of total quality management. TQM depends on communication that flows in the all direction up, down and external customers have to know suppliers what they need. Suppliers have to know their customers what they can realistically provide. This is important for improving competitiveness, effectiveness and flexibility of the entire organizations.

## 4.6 To Discuss Challenges Facing Employee in Adopting Organizational Culture

### 4.6.1 Culture Adaptation is one of the Employee Challenges?

Every person in an organization has got his/her own experience on running his things in his life. However, all people in organization are brought together and form one team. However, sometimes it is a challenge to an individual to adopt a culture which was not used to. The results from Table 4.26 show that 82.2% of the respondents strongly agreed that culture adaptation is one of the employee challenges in an organization, 17.8% of the respondents agreed.

Table 4.26: Culture Adaptation is one of the Employee Challenges?

| Response | Frequency | Percent |
| --- | --- | --- |
| Strongly agree | 74 | 82.2 |
| Agree | 16 | 17.8 |
| Total | 90 | 100.0 |

**Sources:** Research Field (2016)

### 4.6.2 The Organizational Culture is Able to Solve the Employee and Customers Challenges?

The results from Table 4.27 shows that 15.6% of the respondents strongly agreed that the organizations are able to solve the employee and customers challenges, so as to reach the organization’s objectives and 68.8% of the respondents agree, likewise 15.6% of the respondents they were not sure if they can solve these challenges or not.

Table 4.27: The Organizational Culture is able to Solve the Employee and Customers Challenges?

| Response | Frequency | Percent |
| --- | --- | --- |
| strongly agree | 14 | 15.6 |
| Agree | 62 | 68.8 |
| Uncertain | 14 | 15.6 |
| Total | 90 | 100.0 |

**Sources:** Research Field (2016)

## 4.7 Discussion of Findings

The specific objective of the study were to assess the influence of organization’s philosophy on quality management, to assess the influence of management style on quality management, to assess the influence of communication style on quality management, and to assess the challenges that employee face in adopting organizational culture so that organizational culture may control everything in the organization in order to meet quality management in any organization. Also the organizational culture of every company has its own unique features just like people do. In groups of people who work together, organizational culture is an invisible, but it influences the behavior of the members of that group in an organization.

### 4.7.1 Influence of Organization’s Philosophy on Quality Management

In an organization everything concerning management, direction, monitoring and every work in a particular organization depends in organization’s philosophy. As parts of organizational culture, developing an organization's philosophy and mission is very important. Such a statement establishes the values, beliefs, and guidelines for the way the organization managing its employees and customers and conducts its business and determines its relationship with its stakeholders like employees, customers, shareholders, suppliers, government, and the public at large. A “management philosophy” is the organization’s belief about how people should be managed to achieve the performance. This means that in order the organization to succeed, it requires to invest on quality management.

Neumann et al (2017) stated that the organization philosophy directs behavior across the organization. In successful organizations, employees consistently use the organizational philosophy to guide their decisions and daily actions. Employees believe that their philosophy distinguishes their organization from others, particularly those which fulfill a similar Purpose. Therefore, the organization’s philosophy is the enduring core beliefs that should never change–unless an organization cannot stay in business if is not sustaining that philosophy.

### 4.7.2 Influence of Management Style on Quality Management

The findings show that majority of the respondents got extensive support from the management which influences employee’s performance at good rate. Seput (2007) stated that an organizational structure defines activities such as task allocation; coordination and supervision are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. Organizations are a variant of clustered entities. An organization can be structured in many different ways, depending on its objectives. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup, and individual (Kazyoba, 2009).

On the treatment of employees, the findings show that 80% of the respondents stated that treatment is very well and there is a high respect of employees at CRDB and NMB which makes employees to feel as exact part of the bank. Uddin et al (2013) confirmed that employee performance and productivity at telecommunication sector in Bangladesh were linked with good treatment fostered through employees’ beliefs, norms, gestures and all relevant aspects of organizational culture.

Simba (2009) argues that bad management discourages employees and may have a negative effect on the company's overall operations. Hence if incompetent managers exist in an organization, he can keep staff demotivated. In addition, substandard supervisors may not able to balance budgets, increase revenues or perform other crucial tasks. If employees complain about working for your management team, investigate the claims so your organization doesn't suffer from poor leadership. Also the findings show that they insisted general inspections at the banks and very complex management structures. This has proven to have positive impact on organization performance. Hence all of operations are inspected and directed to particular individuals.

Sangao (2012) argued that if management does not clearly define performance expectations or follow up with their employee’s level of productivity. If management of expected is not done enough, a particular organization can experience reduced revenue. When employees join a company, they should receive a performance plan with the standards for their positions listed. Regular appraisals help employees to know that the organization is satisfied with their performance. If management does not set performance standards and follow up with reviews, staff members may not feel appreciated. Continually wondering if they are meeting expected requirements will deplete the productivity.

Without set standards, management will face a disciplinary challenge. This reflects to the arguments by Martinez-Alier et al (2014) who contended that organizations are formed by groups of people with the purpose of achieving goals that one person cannot achieve individually. Better results are created as a consequence of organizational effect which directs organization to achieving some organizational goals regarding the purpose of the organization. They can be described as successful (profitable) or failure (non- profitable) ones. To achieve these goals, organizations create inner order and relations among organizational parts that can be described as organizational structure.

Jupe (2009) suggested that all organizational parts should work together with relations and mechanisms of their coordination for proper functioning of any organization. Due to the static nature of organizational structure; it sometimes cannot meet requirements of efficiency and adoptability. Daft (2010) asserted that a strong organizational culture supports adaptation and develops organization’s employee performance by motivating employees toward a shared goal and objective and finally shaping and channeling employees’ behavior to that specific direction.

A firm’s performance improves if it has a clear sense of purpose and if is committed towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future. One of management styles that have an impact to the organizational management and performance is appraisal system. The findings show that 60% of the respondents have argued that the appraisal system at CRDB and NMB are effective and hence influences employee’s performance.

### 4.7.3 Influence of Communication Style on Quality Management

In any organization communication is life wire that connects the whole life in an organization. From the interview respondents stated that communication there are several roles that communication plays in improving quality management. Through good communication channel it is easier to get quality managers and staff to get an opportunity to discuss with their employees. Hence communications is a ribbon, which binds the management and its staff together, and is very helpful for the success and excellent performance of any organization.

Many researchers kelepile (2015), Kambi (2013) have discussed on how communications in an organizations comes up with quality management and best performance, as follows: Thus Choudhary and Rathore (2013) asserted that the central concept of total quality management has to do with the achievement of quality standard in products and services. This achievement is possible through effective communication anchored on modern communication technology, otherwise is known as information technology. It is designed to improve the general functioning and process of an organization. Effective communication is logical, rational and persuasive and it is useful in industrial relations, organizational change and relaxation.

There is strong relationship between good communication and successful quality implementation. Although communication has always been key requirement of good management, it’s even more important in the implementation of total quality management .TQM depends on communication that flows in the all direction up, down and external customers have to know the suppliers what they need. Suppliers have to know their customers what they can realistically provide. CRDB and NMB is a good example of TQM organizations that recognize the importance of communication in its quality enhancement. In these institutions which are CRDB and NMB in every managerial activity which is taking place, it is connected with effective communications which simplifies everything in an organization, now through this connection communication plays a great role in enhancing quality management in a particular organization.

### 4.7.4 Challenges Facing Employee in Adopting Organizational Culture

The results from the findings show that the main challenges which face some of the employee is organization culture adoption and this was happening because employees have different background and experiences. Alvani, (2008) asserted that the effect of organizational culture on members is an exploration of different aspects such as the way organizational members behave, feel, think, and their possible reactions. Organizational culture as a tool facilitates changes in the organization and stabilizes new organizational orientations. Organizational culture plays a significant role in the management performance and the way it does it task. A strong and dominant organizational culture has a considerable role in making managerial decisions in all fields (Robbins, 1991).

Organizational culture should not be expected to be changed easily along with changes made in the reform of employees’ office layout or with the repetition of heroic stories for employees. Such changes may work to some extent but there is a far way ahead in order for them to win the heart of employees and dominate the market. What we need here is the more profound analysis and reflection of employees’ collective beliefs and assumptions. Only when one comprehends such beliefs and assumptions more deeply, one will be able to take good actions to promote the culture of the organization and its effectiveness (Ghorbani et al, 2009).

According to Daft (2010), a strong organizational culture supports adaptation and develops organization’s employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees’ behavior to that specific direction should be at the top of operational and functional strategies. A firm’s mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm’s performance improves if it has a clear sense of purpose and commitment towards its mission. Successful and well performed organization, defines its organizational goals as the report card of forthcoming (long term) future.

# CHAPTER FIVE

# 5.0 CONLUSION AND RECOMMENDATIONS

## 5.1 Overview

This chapter presents the summary, conclusion, and recommendations of examining the role of organizational culture on quality management in bukombe district at geita region.

## 5.2 Summary of Findings

Changing business environment has pushed organizations in Tanzania to concentrate on their core activities and expand to the global environment. The findings reveal that organization’s philosophy, communication style, management style, and even work environments factors have great influence quality management and employees performances and hence organization quality management at all. The findings of the study are presented in this subsection in accordance to the specific objectives of the study which were:

1. To assess the influence of organization’s philosophy on quality management
2. To assess the influence of communication style on quality management
3. To assess the influence of management style on quality management
4. To discuss the challenges that the employee faces in adopting the present organizational culture. The following section presents the summary of the findings

### 5.2.1 Influence of Organization’s Philosophy on Quality Management

The study reveals that the philosophy directs behaviors of both customers and employees at NMB and CRDB. The study reveals that employees consistently use the organizational philosophy to guide their decisions and daily actions and they take it as prime principles and values which guide employees. Employees believe that their philosophy distinguishes their organization from others, particularly those which fulfill a similar purpose. The philosophy also guides the customers of the two banks because the banks services are aligned with the bank philosophies.

### 5.2.2 Influence of Management Style on Quality Management

The analysis shows that the management style of the two banks enabled to motivate employees by fostering good communication and interactions between the bank employees and customers The findings indicates that CRDB and NMB banks are more inclined towards a consensual organizational culture and the culture plays important role in enhancing the quality management for the NMB and CRDB banks.

### 5.2.3 Influence of Communication on Quality Management

The study finds that there was effective communication between the bank management and employees and employees and clients. The study reveals that the effective communication played a great role in enhancing the quality management because every things which demanded clarification or implementation for enhancing the quality management was communicated to both employees and customers without delay.

### 5.2.4 Challenges that faces Employee in Adapting Organizational Culture

 The study reveals that many employees face a challenge of adopting the bank culture when joining the bank. However, when they stay with a bank at a reasonable time, they become familiar with the bank culture and they find themselves not difficult to adopt it.

## 5.3 Conclusion

The study concludes that there is a strong view in the literature that organizational culture lead to increased organizational quality management. However, studies on this relationship often differ as to the extent a practice is likely to be positively or negatively related to performance. Human resource management practices have been argued to affect organizational culture, and in turn lead to firm quality management.

There could, and probably are a number of other organizational elements that provide a link between human resource management and firm management. From the study it is concluded that organization culture has a great influence on organizational quality management as it dictates how things are done, organizational culture components, organization’s philosophy, work environment, management style and communication style. At cooperative rural developmental bank and national micro financial banks’ employees agreed that almost all the variable plays the importance role in their management. This owes to the fact that employees seek work environment that maximizes on their ability to be innovative, creative, and independent of macro-management, cohesion with fellow colleagues among others.

## 5.4 Recommendations

Based on these findings the possible solution is recommended so as to increase quality management in NMB and CRDB banks.

1. There are common ethics in an organization which are not familiar to many employees in the organization but they are very important for the organization success. Hence the organizations have to prepare seminars to the newly employed so as to create awareness to the employees. Also workers who are familiar with the ethics, the they should work according to the organizational culture so as to maintain quality management in the organization.
2. The organization management has to deal effectively with the customers complaints that might reduce the number of customers in the organization. For instance CRDB few years ago was known for having clients with lower and moderate income but now the number of customers is decreasing. Therefore the banks should set strategies to recruit more customers. NMB since its formation was recruiting various categories of customers including those with lower income. Thus is why the number of customers at NMB is large than the number of customers at CRDB.

## 5.6 Areas for Further Studies

As the results of different limitations such as financial and Time constraints the researcher was limited to some areas which can be further taken into considerations. The following areas are recommended to be taken into consideration since it need further study.

1. To determine the influence of organizational culture on quality management in other sectors.
2. To identify the various levels of organizational culture, their relevance to organizations and how these levels can be embedded into the organizational culture.

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# APPENDINCES

# Appendix I: Questionnaire

I am in the process of completing my studies towards a Masters Degree in Human Resource Management (MHRM), and this research study forms part of the requirements of the qualification.

The questionnaire is part of research study to investigate and analyze the role of organizational culture on quality management of the companies. In this research, CRDB AND NMB Companies will be given emphasis. This questionnaire will take you less than 15 minutes to complete.  Please tick on the box to indicate your answer. All information collected will be treated with strict confidentiality and only used for academic purposes.

**SECTION 1:  Personal details**

1. Please state your gender:              1. Male [ ]       2.  Female   [ ]
2. Age:

i. Below 18 [ ]

ii. 18-22 [ ]

iii. 23-27 [ ]

iv). 28-32 [ ]

v).33 and above [ ]

1. Marital Status

I.        Single [ ]

ii.        Married [ ]

iii.        Separated [ ]

1. i.        1 year below [ ]

ii. 2-3 years [ ]

iii.        4-5 years [ ]

iv.        6 years above [ ]

**SECTION 2: Perception of respondents**

Check the number corresponding to your answer

                        1          -           Strongly Agree

                        2          -           Agree

                        3          -           Uncertain

4          -           Disagree

                       5          -           Strongly Disagree

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Statements. | 1 | 2 | 3 | 4 | 5 |
| 1 | The organizational culture is able to solve employee and customer’s challenges? |  |  |  |  |  |
| 2 | With the help of the current organizational culture the organization enables to understand and reach out to the needs of its customer? |  |  |  |  |  |
| 3 | The communications handles the employee and customer’s relationship effectively? |  |  |  |  |  |
| 4 | Communication or symbol allows organization to share a common vision which may lead employee in one direction? |  |  |  |  |  |
| 5 | Organizational culture allows employee empowerment which enables the employee to develop sense of responsibility in their organizations? |  |  |  |  |  |
| 6 | Organizational culture enhances employee satisfaction with both their job and with their leaders? |  |  |  |  |  |
| 7 | Communications generates greater cohesion and high commitment employee? |  |  |  |  |  |
| 8 | Communications enhances job performance? |  |  |  |  |  |
| 9 | Organizational culture enables employee to gain self respect and self esteem? |  |  |  |  |  |
| 10 | The organizational culture adopts the customers focused services? |  |  |  |  |  |
| 11 | The organizational culture handles customer’s complaints effectively? |  |  |  |  |  |
| 12 | With respect to behavioral rules, the organization hired the qualified and competent personnel to implement the organization managements that would provide quality services to the customers? |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 13 | With the help of current organizational culture, the organization enables to understand and reach out the needs of its employees through communications? |  |  |  |  |  |
| 14 | The organizational culture responds to needs of having qualified and competent employee? |  |  |  |  |  |
| 15 | Rituals and the ceremonies provide high motivation among employee? |  |  |  |  |  |
| 16 | Communications makes the customer to feel comfortable with their organization services?  |  |  |  |  |  |
| 17 | Valued traits in organizational culture make the employee to be more dependent on their management so as to get promotion? |  |  |  |  |  |
| 18 | Behavioral rules in organizational culture enhance productivity among employees? |  |  |  |  |  |
| 19 | Communication in an organizational culture helps to simplify management in the organization? |  |  |  |  |  |
| 20 | Communications generates greater cohesion between employee and their organization management? |  |  |  |  |  |
| 21 | Communications generates greater cohesion between customers and their organization management?  |  |  |  |  |  |
| 22 | Culture adaptation is one among of the employee’s challenges?  |  |  |  |  |  |

**Appendix II: Questions for Employees**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No | Statement  | 1 | 2 | 3 | 4 | 5 |
| 1. | Your organization’s philosophy is a prime principle and valuable in your organization? |  |  |  |  |  |
| 2. | Is it derived from your organizational founders/leaders? |  |  |  |  |  |
| 3 | If changed would that alter the character of the organization? |  |  |  |  |  |
| 4 | Does it maintain and control the management style? |  |  |  |  |  |
| 5 | Your organization’s philosophy promotes job performance among employees? |  |  |  |  |  |
| 6 | Do you get support from managements? |  |  |  |  |  |
| 7 | Do you get fair treatment and respect from your management team? |  |  |  |  |  |
| 8 | Your organization management technique and planning does support quality management and performance in an organization? |  |  |  |  |  |
| 9 | Your organization management style does it have complex management structure? |  |  |  |  |  |
| 10 | Is there any some sort of appraisal system in your organizational management style? |  |  |  |  |  |
| 11 | Is your organizational management style open to solve employee problems? |  |  |  |  |  |
| 12 | Your organizational management style promotes employee productivity? |  |  |  |  |  |
| 13 | Work environment allows employee efficiency? |  |  |  |  |  |

## Appendix III: Checklist for managers and employees

1. What is your perception about organisational culture?
2. What is your financial institutional organisational culture?
3. What are the components of your organisational culture?
4. Do you think your institution needs improvement in terms of organisational culture?
5. Does organisational culture affect your personal management and Organisational management?
6. What is the role of communication on quality management?
7. What are the challenges that the employee faces in adopting the present organisational culture?