MANAGEMENT OF PRODUCT QUALITY IN THE TANZANIA MANUFACTURING SECTOR: CASE STUDY OF THE UBUNGO MUNICIPAL

VITUS VICTOR UGULUMU

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

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled, Management of Product Quality in the Tanzania Manufacturing Sector: Case Study of the Ubungo Municipal In partial fulfillment of the requirements for the degree of the Master of Project Management of the Open University of Tanzania.

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Dr. France Shayo

(Supervisor)

……..……

Date

DECLARATION

I, Vitus Victor Ugulumu, do hereby declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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Signature

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Date

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DEDICATION

I am strongly convinced to dedicate this work to my beloved Children, Dioniciajulieth Ugulumu, Daniel jeremiah Ugulumu and Suzan Vitus Ugulumu.

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I thank and praise my father Victor Ugulumu and my mother Mrs Dionicia Ugulumu who raised me with strength and wisdom and full unending support in my studies from nursery school up to this level of masters degree. I can't forget my life companion, Herieth Ugulumu (Ms), her existence around my side was a special and moral support in the whole processes of dissertation writing and completion.

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ABSTRACT

Substandard goods have been one of the major obstacles in manufacturing industries development. Manufacturing of substandard goods discourage the adoption of quality management system which requires all manufactured goods to comply with ISO standards and guidelines. This study aimed at examining manufacturers attitudes towards quality management system during product manufacturing processes. Ubungo Municipal in Dar es Salaam was the area of study. Primary data were collected using questionnaire and in depth interviews with key informants. Secondary data were obtained from both published and unpublished materials. Quantitative data were established using percentages, medium and frequencies while qualitative data were analyzed through content analysis. The study found out that Manufacturers are aware of the importance of quality management but they don't want to implement it. Lack of management involvement, poor management, corruption and poor salaries creates room for manufacturers not to practice quality management. The findings showed that most of manufacturers are aware of the effect of substandard goods productions in Dar es Salaam manufacturing industries. Furthermore findings showed that Weak Controls Imposed by Tanzania Bureau of Standards and Inadequate follow up were among the sources which encourage production of substandard goods. In these findings 70% of respondents denied Education and Training as a means of eliminating substandard goods. The study recommends that government, public and Private Company, all business people at all level should join their efforts together to make the whole community aware of substandard goods and change that mentality.

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LIST OF ABBRIVIATIONS

TBS	Tanzania Bureau of Standards
SPSS	Statistical Package for Social Science
NGO	Non-Government Organization
TV	Television
URT	United Republic of Tanzania
GEPS	Government Electronic Payment System
SGS	Standard Global Service (formerly Société Générale de Surveillance)
ISO	International Standards Organization
USA	United State of America
EARC	East Africa Resource Centre
TQM	Total Quality Management
PMI	Project Management Institute
FBM	Faculty of Business Management
ISQ	Intelligent Quality Solutions
UK	United Kingdom
GDP	Gross Domestic Product
TFMA	Tanzanian Feed Manufacturers Association
UTC	Coordinated Universal Time
HOD	Head of Department
ICT	Information Communication Technologies

CHAPTER ONE

LITRETURE REVIEW

1.1 Background to the Study

Total quality management (TQM) practices can be described as best ways in which organizations and their employees undertake business activities in all key processes (Faisal, 2012).These practices have a positive impact on business results in manufacturing and service industries. Quality management is integral to every part of the manufacturing process, from conception to the delivery of the final product. Faisal, (2012) said quality management for manufacturing can seem like a daunting task alongside the challenge of balancing manufacturing processes that demand exacting precision with managing coordination between engineering and operations, maximizing global supply networks and carrying out efficient administrative processes.

Quality management is a combination of quality and management tools aimed at increasing business and reducing losses due to wasteful practices. Mazher, Gharleghi and Yin-Fah, (2015) stated quality management in a manufacturing company is for competitiveness. Total quality management, quality control, quality assurance, and quality inspection are four dimensions of total quality management, which are fundamental for manufacturing process.

The empirical result from Budotela,(2016) shows total quality management and assurance have the most effects towards quality as they are positively and significantly related to the quality. However the effect of the control and inspection are found not to be significant (Mazher, Gharleghi and Yin-Fah, 2015). Total quality

management has become an important tool for companies around the global to improve their competitive abilities and provide strategic advantages (Hellard, 1993).

In Tanzania, manufacturing sector does not adhere to the necessity of quality management as established by ISO, 1987 in manufacturing sector, that lead to lack of the competitiveness of products in a global market (Mazher, Gharleghi and Yin-Fah, 2015). It faces great challenge to attract customers for the aim of creating long term relationship with Saudi industries (World Bank Annual report, 2010). Tanzania faces big challenges on its manufacturing industries due to lack of quality management. This is caused by lack of employee involvement, awareness and commitment of the employees, inappropriate firm structure, and lack of the resources, which lead to poor product performance in a country (Sadikoglu and Olcay, 2014).

Quality management in Russia manufacturing industries was established during the time of Soviet era. They practiced traditional and old fashioned quality control in manufacturing industries. During 1980's ISO 9000 emerged and started to be implemented in the Russian manufacturing industries. Despite the spread of quality management techniques that has taken place in Western Europe, quality management and its implantation has just started (Khoo and Tan, 2002). Here in Africa in generally there are ambitions to boost manufacturing industrialize for some good reason. Since manufacturing is the only proven model so far that has helped to bring jobs and exports revenues. But there are big challenges on all kind of products from African manufacturing industries; quality is absent (Te Velde, 2018).

Te Velde, (2018) added that unless African countries get down to the messy and laborious task of actively promoting manufacturing simultaneously with the implementation of total quality management through targeted infrastructure, skills development, financial policy, making quality connections with agriculture and services in partnership with the private sector, and preparing for a more digital future, significant manufacturing industrial capacity may never take hold in Africa.
East Africa, currently is made up with 8 countries, it is fighting to reform its manufacturing sector. Due to change of competition in the world, manufacturing sector on those 8countriesis either dying or become stagnant.

On binding factors, constraints, opportunities, and strengths for the development of manufacturing sector it is found that general East African business environment lacks competitiveness due to poor quality management. (East Africa Resource Centre, 2015). The manufacturing sector in the East African countries both private and public depends largely on imported raw materials. The implications of sourcing inputs from abroad are complex not all manufacturing firms are able to access foreign inputs. Sometimes imported raw materials are no in a quality required. That impacts much East African manufacturing industries to grow (East Africa Resource Centre, 2015).

Tanzania inherited a very small and undiversified manufacturing industrial sector at independence in 1961, since then various efforts were made and strategies adopted to realize improved manufacturing industrial development. The evolution of development in the industrial sector stretches from the time of independence to date (Kinyondo, 2014). Currently Tanzania is struggling to change its economy up to

middle level, by doing so it focusing much in revolutionaries its manufacturing sector to meet the requirements of world competition (Mosenda, 2019).

Tanzania Bureau of Standard (TBS) is a statutory body of the government, which is full financed by the government was established by the act of parliament 1975 and starts to operate in 1976. The main responsibility of the TBS includes formulation of standards, metrology quality control, testing and calibration and training. In other word it is responsible for all product quality management of Tanzania. The role of the quality management unit is to monitor the process of production from start to end point, (Budotela, 2016). (Budotela, 2016) also says some of the major requirements in the production of quality products or goods are the quality of raw materials used, skills of the workers, type of technology, working conditions and premises, laboratory for chemical or physical or microbiological testing of the products at all stages of production. TBS is obliged for the all those factors of quality management.

TBS faces a lot of challenges, there is a lack of seriousness on the matter of quality this is a reason why most of goods are counterfeits and this is a reason of cheap un-quality products especially from Asia continue to flood our market (Mubofu, 2018). The rapid increasing of unregistered and informal small scale industries in Tanzania, leads to increase of commodities in the market that have never tested or certified by TBS. That is either TBS fell to meet them or does not have any awareness of their existence. The Product manufactured by those manufacturing industries for human usage, are claimed from consumers that are substandard and counterfeit for consumption and yet they continue to circulate in the market (Ministry of Trade and Industry, 2015).

1.2 Statement of the Problem

In spite of the effort made by the government to move to the middle economy by 2025 there is still a big challenge on manufacturing sector on the side of quality management (Mubofu, 2018). Also Mubofu, (2018) commented that, Tanzanian manufacturing industries do not have enough knowledge on Total quality management. Mubofu, (2018), argued that, the Tanzania bureau of standard which is responsible for Total quality management is not taking serious on the matters. The tendency by manufacturing industries to depend too much on imported material from foreign countries which are not in quality standards, is distorting the real meaning of quality management of our home manufacturing sector (EARC, 2015).

In 1987 the International Organization for Standardization published its first quality management standards. That year marked the foundation of the first common standard for quality management and it provided guidelines what the quality management systems should contain (Helman and Liu, 2013) It is time now for TBS to change its old views and start working perfectly towards quality management. If TBS put in place standards and quality control and let every manufacturing sector whether private or public adhere with it the challenges of counterfeit goods and substandard goods will automatically perish. All product in the Tanzanian market must be tested and certified by Tanzania bureau of Standard, but this is not taking place at the moment (Ministry of Trade and Industry ,2015). Though the Tanzanian government introduced TBS, which the main responsibility is quality control on products but there is an indication that the Tanzanian Manufacturing Sector does not follow quality management, the question is now why?

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to examine factors affecting product quality management in the Tanzanian manufacturing sector.

1.3.2 Specific Objectives

i. To assess implementation of Total quality management in manufacturing industries in the country.
ii. To evaluate causes of substandard goods produced by manufacturing industries in the country.
iii. To assess the role of Tanzania Bureau of Standards in handling substandard goods in the country.

1.4 Research Questions

i. Do manufacturers of goods in Tanzania implement quality management?
ii. What are the causes to substandard goods in the country?
iii. What are the role of TBS in handling substandard goods in the country?

1.5 Scope of the Study

The research was conducted in Ubungo district and focused in Manufacturing industries in Dar es Salaam which are located in Ubungo. Manufacturing Industries in Ubungo will be reasonably selected in this study because it has reported to be one of the old manufacturing area which still practicing till now. Hence it will be a potential area for getting adequate and relevant information related to the study.

1.6 Significance of the Study

The findings of this study will be beneficial to central and local government of Tanzania. The manufacturing of correct and quality goods will increase revenue to manufacturing industries as well as tax revenue to the nation hence serve nation needs and wants in large. It will also be used as a tool of providing knowledge for those who deliberately evade to follow the imposed standard and helping them to follow it. Moreover, the findings of this study will save as additional reference for further researchers and academic work so as to improve or carry out similar studies in other area.

CHAPTER TWO

LITRETURE REVIEW

2.1 Conceptualization of Key Terms

2.1.1 Product

A product is an object or system made available for consumer use it is anything that can be offered to a market to satisfy the desire or need of a customer, (Smith, 2019) A product is the item offered for sale, it can be a service, an item, and physical, in virtual or cyber form. Every product is made up at cost and each is sold at price. The price that can be charged depends on the market, the quality, the marketing and the segment that is targeted, (Smith, 2019) A product needs to be relevant, user must have an immediate use of it. A product needs to be functionally able to do what it is supposed to, and do it with a good quality, (Hawken, 2019). A product is a goods or service, or idea consisting of a bundle of tangible and intangible attributes that satisfies consumers and is received in exchange for money or some other unit of value (Hawken, 2019). . In this study product refers to any goods manufactured by manufactured for sell in the market.

2.1.2 Quality

A degree of excellence, conformance with requirements, The totality of characteristics of an equity that bear on its ability to satisfy stated or implied needs, Quality implies delivering to satisfy a customer (Hoyle, 2006). The degree to which a set of inherent characteristics fulfills requirements (PMI/ ISO 9000: 2000, 2015). Fitness for intended use (Deming, 2010). Quality is the ongoing process of building and sustaining relationship by assessing, anticipating and fulfilling stated and

implied needs (McGannon, 2014). A degree to which the product/service was produced correctly (McGannon, 2014). In this study quality means a standard. Therefore manufacturers have to consider both, quality of a product and a quality of manufacturing.

2.1.3 Management

Is the organization and coordination of the activities of a business in order to achieve the defined objectives (Grove, 2005). Management is an art of getting things done through and with people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals, (Gaurav, 2011).

2.1.4 Quality Management

It is all about identifying and following quality requirements, auditing and the results of quality controls measurements and using quality measurements to control quality, recommended project changes if necessary (PMI, 2019). Also it is planning, scoping, implementing, and monitoring of quality into all phases of the project from concept through the delivery aspects of the work. Quality Management involves the skill of forming and managing a team of people to achieve a qualitative goal within an effective cost and time frame, which will result in the production of a quality product or service (Patterson, 1983). In this study quality management refers to, organizing a team, which will produce the correct end item, in a correct way, through good definition of user requirements and system objectives.

2.1.4 Theoretical Framework

A formal statement of the rules on which a subject of a study is based or of ideas that

are suggested to explain a fact or event or, more generally, an opinion or explanation (Cambridge Dictionary, 2018). A theoretical framework consists of concepts and together with their definitions and references to relevant scholarly literature, existing theory that used for your particular study. It must demonstrate an understanding of theories and concepts that are relevant to the topic of your research paper and that relate to the broader areas of knowledge being considered, (Labaree, 2009). This study will be guided by one theory called Quality Management Theory.

2.2 Quality Management Theory

Quality management ensures that an organization, product or service is consistent. It has four main components, Quality planning, Quality assurance, Quality control and Quality improvements. It focused on Product quality and means to achieve it (Deming 2010). Total Quality Management theory use a variety of theories to empower employees, build a team atmosphere and focus on the voice of the customer to deliver quality products on time to customers (Luanne, 2017). Luanne, (2017) added that an organization engage in TQM continuous improvement theory is improving continuously to affect the quality of the business's processes and products.

A continuous improvement system requires employees to strive for zero defects and efficiency in all processes. Continuous-improvement activities seek areas requiring improvement in a proactive manner. He made a point on customer focus mentioning external and internal customers, saying these are the focus of TQM. External customer's places orders and internal customers are co-workers that accept work as it moves through the organization. In TQM each co-worker must identify his

customer and determine the best way to satisfy their needs to supplier suppliers and communicate their quality needs to the supplier.

Luanne, (2017) argued that TQM organizations use measurable data to make decisions in order to improve organization efforts. He said tools like statistical process control, process mapping and bar graphs and flow charts helps employees and management identify quality issues and provide a method to measure the success of a quality initiative because businesses use data to track quality defects and find areas that need improvement. On top of that he said team involvement is a key point of TQM. TQM rely on the people working in an organization to improve quality and processes. Every individual from top-level managers to the lowest level employee is involved in the continuous improvement process in organizations using this system. TQM companies create an atmosphere of teamwork and empower workers to take the initiative to improve processes and quality. These systems cannot function without the involvement and encouragement of upper management.

2.2.1 Quality Management in Manufacturing Sector: Global Perspective

Quality management is integral to every part of the manufacturing process, from conception to the delivery of the final product (Ishikawa 2010). Quality management for manufacturing can seem like a discouraging task alongside the challenge of balancing manufacturing processes that demand exacting precision with managing coordination between engineering and operations, maximizing global supply network and carrying out efficient administrative processes. Effective managing quality and compliance in manufacturing means making it part of the process towards operational excellence**.** Manufacturers often find this difficult (Feigeinbaum,

2012). Manufacturers often find this difficult, however, because their quality management tools based on homegrown or legacy systems are not up to the challenge and require them to take a reactive approach – treating quality and compliance like mere items on their list of priorities. Not only is this outdated approach a hindrance to long-term growth goals, but it can also be costly and dangerous, (Ishikawa,2010).

Increasing global markets and competition lead companies to work for continuous improvement. Using quality management practices correctly, manufacturing industrial companies can assure their success to achieve competitiveness, as improvement strategies to meet customer satisfaction and business excellence. Therefore, most companies take advantage of total quality management practices to produce a better performance. Although quality management and its modern practices are increasingly adopted by large numbers of industrial companies worldwide, in many regions – such as the Middle East – they are only slowly being adopted, country like Saudi Arabia, Bahrain Jordan and Kuwait they are hardly adopting it (Abd-Elwahed and El-Baz, 2018).

The concept of TQM philosophy and its principles is quite old and was introduced into the USA around 1980, primarily in response to the severe competitive challenge from Japanese companies (Prajogo, 2005). Initially, the attention was towards manufacturing industries with little consideration being given to the service industries largely because of the domination of researchers from the engineering and operations discipline (Khamalah & Lingaraj, 2007; Redman & Mathews, 1998)

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Initially was attention was towards manufacturing industries with little consideration being given to the service industries largely because of the domination of researchers from engineering and operations discipline (Talib and Rahman, 2012). From the above study, it shows there is a problem of implementation of quality management general in, IQS inc, (2018) noted that, it is cost and dangerous, while Abd-Elwahed and El-Baz, (2018) said in middle east there is poor implementation of quality management Talib and Rahman (2012), added that USA implemented quality management to fight only Japanese industries but not for intention of growing their

domestic products. This proves that quality management is not a problem to developing countries only like Tanzania, Kenya and Uganda, to mention a few, but even developed countries.

In short, Russia is now behind the west in its understanding and application of TQM

Russia is now behind the west in its understanding and application of TQM (Dmitry & Chileshe, 2005). It should be noted that there has been some systematic activity in applying quality improvement concepts. Quality management, really did take place, however, many of these innovations were used mainly for the Russian military industries (Dmitry & Chileshe 2005). There were few quality activities in the provision of consumer goods manufacturing. To date is that, many Russian managers try to hold onto the old concepts as valid business practices. The competitiveness of Russian firms has been put in serious danger by managers who think that standards of quality can be dictated by a central bureaucracy. (Dmitry & Chileshe 2005).

In United Kingdom (UK), questionnaire on the use of quality management practices has been sent to 540 and 180 randomly selected companies in UK. The survey method and results, from a 30% response, are summarized. The result reveals, there is a common reliance on inspection and relatively low use of more sophisticated statistical methods for quality improvement (Abdul-Aziz , Chan & Metcalfe, 2010).

It is suggested that this is at least partly due to lack of knowledge and experience of these ideas amongst company personnel. It is argued that the reason for these is due to low initiatives taken by the governments during the 1980 and early 1990.

Explanation from Dmitry & Chileshe, (2005) prove there is still a problem in quality management in Russia, they said managers do not want to change there working style in quality issues. According to their explanation, Russia applies Quality management on military industries only, not to other public goods. Abdul-Aziz, Chan and Metcalfe, added lack of quality management theory and low initiations from the central government on quality management during 80's and 90's was a result for quality improvements. The explanation from Dmiry Chileshe, with that of Abdul-Aziz , Chan and Metcalfe all from developed countries, proves there is also lack of quality management implementation in developed country.

2.2.2 Quality Management in Manufacturing Sector in the Developing Countries

Investigation of total quality management (TQM) implementation was conducted in Libyan manufacturing companies (Abusa & Gibson 2012). The results show that, Libyan companies are still struggling to effectively embark on TQM. Political instability and tribes war hinder Libya to develop its manufacturing companies to reach at required level of quality management implementation (Abusa & Gibson, 2012). Abusa & Gibson, (2012) prove how developing country has a lot of steps to go to reach the target. Libya a developing country in Africa faces political war and becomes difficult to stabilize its manufacturing industries.

In Asian countries, the principle of Total Quality Management is still yet to be matured. Especially, in Pakistan underlying principle of TQM is on initial level where awareness and a chunk of implementation is under process (Khan & Malik, 2011). Pakistan has number of manufacturing industries and it is one of country

which exports cement to Sudan, Central Asian States, Switzerland, Middle East, Egypt, India, Afghanistan, South Africa, and many more. But still there is a problem of quality management implementation in its manufacturing industries (Khan & Malik, 2011). They also Khan & Malik, (2011) argues that apart from exporting its cement internationally but still Pakistan is not able to implement quality management to its manufacturing industries. resistance to change lack of perception about shared responsibility among all organizations areas.

Though Brazil it has several characteristics of one, including the largest economy in South America or Central America, Brazil is still considered as developing due to its low GDP per capital, low living standards, high infant mortality rate and other factors. Its manufacturing industries are at initial and intermediate stage of maturity level. Lack of perception about shared responsibility among all organizations areas, resistance to change, these are human factors and management, which create a big barrier to Brazilian manufacturing industries to implement Quality Management (Gerolamo, 2014). Gerolamo, (2014) says soft factors like bureaucracy, communication and leadership are among factors during implementation of quality management.

Organizations in South Africa now, more than ever before, need to introduce Total Quality Management (TQM) in their organizational culture to provide outstanding products to their customers. Although TQM has been introduced to improve manufacturing industries performance, it is perceived that some manufacturing companies have not accomplished the implementation over the years. South African

manufacturing industries faces a lot of challenges in implementing TQM, things like leadership, employee involvement, customer focus, strategic planning, supplier relations, process management and information analysis. Current research in the manufacturing industries in South Africa reveals that TQM does have an influence on the five organizational performance measures and plays an important role in the performance and success of an organization but yet implementation is poor (Sikdeo, Pretorius, and Vermeulen, 2017). In general, the studies above explain the real factors, which show the real situation of quality management in manufacturing sectors in the developing countries. Elements seem to be very conical in every manufacturing sector in the developing countries, and they under develop the developments of their countries economy.

2.2.3 Quality Management in Manufacturing Sector: Tanzania Overview

Given that the Tanzanian economy is primarily an agricultural economy, its manufacturing industry is mainly focused on processing of agricultural goods. Manufacturing in the country is made up of wood processing which accounts for 24%, textile and clothing which account for 10%, chemicals which account for a 25%, while others include leather products, plastics, paper products, and publishing and printing. The country's manufactured goods for export include processed coffee, cotton yarn, plastic items, wheat flour, sisal products, tobacco, textile and apparel, and cement. The manufactured goods in the country have expanded over the last few years, which has increased to $21.4 billion in 2015 from $497.25 million in 2010 which accounted for 25% of the country's total export value. Industries in the country contribute approximately 25% of the GDP and have experienced a growth of

about 8% annually for the past five years.

The government of Tanzania has conceived the idea of industrialization as the primary catalyst to move the economy and generate sustainable growth while reducing poverty levels. The country in 1996 adopted the sustainable industrial development policy, which aims to directly invest in productive activities while encouraging the private sector to take the lead. The policy aims to drive the country to become a semi-industrialized nation by 2025 (Kiprop 2018). He Kiprop, (2018) gives the overview of Manufacturing industries in Tanzania and plan for the government on manufacturing industries.

Tanzania is one of the developing countries in Africa and the world. For many years the economy of the country has relied on agricultural, livestock and forestry. Those produce raw materials, which are exported either processed, or semi processed. Most of manufactured commodities for local consumption have for many years been imported from abroad or any developed country. But in the late sixties, after Arusha Declaration things changed, the country realize the need and importance of being self-reliant. Manufacturing Industries were established including among others Urafiki textiles, Mwatex, Mutex, Kilitex, Sunguratex, Tanzania Breweries, Ubungo farm implements, Ubungo garments, Mbeya ZZK, Bora Shoes, Morogoro Canvas, Morogoro Ceramics, Tanga, Fertilizers, Morogoro and Mwanza Tanneries, Moshi Machine Tools, General Tyres, and Tangold (Butolela, 2016). She Butolela, (2016) added that lack of proper management and Trade liberalization, were among the factors of demolishing Tanzanian manufacturing industries.

She mentioned TBS who is responsible for controlling imported goods and raw material, is not playing its part. Butolela, (2016) explanation shows how good plan did Tanzania government had after Arusha Declaration on manufacturing industries. Butolela, (2016), mentioned the problem of poor management in our manufacturing industries, that means knowledge of management and quality management seems to be one of the big obstacle in implementing quality management.

She went further mentioning TBS, as a body which is responsible to quality management but seems not to stand at there part and practice effectively what supposed to be done. These make Tanzania manufacturing industries struggle and fail to reach quality management standards. Most of manufacturing industries are in Dar es Salaam and registered in Dar es Salaam. These industries very few are ISO: 9001 certified and some are currently working towards getting ISO certification. International Standard Organization (ISO) is a current trend in all manufacturing industry, in order not to lose out in the competition.

Manufacturing industries have no choice but to have it (Shio, 2014). Shio, (2014) added, the manufacturing industries without formal Quality Management System (ISO certification) claimed that they practice quality management by their own approaches. It is perceived that quality management is part of manufacturing managements. Shio, (2014), keep on arguing, the purpose of quality management is mainly for fulfilling their obligation under the manufacturing production contract rather than increasing customer satisfaction as emphasized in the philosophy of Total Quality Management (TQM).

As far as the manufacturing industry as business entity is concerned, making profit stills the focus. According to Shio, (2014), it reveals most of Tanzanian manufacturing companies are not ISO certified, that means most of them are practicing quality management of there own approach. Shio, (2014), emphasize the importance of ISO certification. In his explanation he says if not ISO certified then you practice your own approach, then you won't compete globally Shio (2014) says to apply quality management you must be certified by ISO. Bad enough he mentioned only few manufacturing companies are ISO registered, most are on the way to be registered.

According to above studies from Kiprop (2018), Butolela, (2016) and Shio (2014), Tanzania is not practicing Quality Management fully as required to its manufacturing industries, though study shows there is intention and willingness to that. If people attitude changes and the government emphases on to its plan of industrialization, the quality management standards will be reached hence quality products will be manufactured by our manufacturing industries in Tanzania. It's true according to what is written by the writer, it shows a lot of work has to be done not only by government but also all stakeholders involved in manufacturing industries, to speak loud on how important is quality management for the benefit of our economy and their business.

2.3 Empirical Literature Review

Nassor, (2015) conducted a study on "the impacts of ISO 9001 quality management system implementation on performance of manufacturing sector in Tanzania. Nassor, (2015) study involved a total of 57 targeted respondents who supplied with

structured self administered questionnaires. Purposive and simple random sampling methodologies were applied to select respondents. The findings of the study revealed that management commitment has a positive impact on the employees' performance in the manufacturing industries towards quality management.

Budotela, (2016) made a research on quality management manufacturers based on foods and beverages in Dar es Salaam, Tanzania. She wanted to know if manufacturer are aware about quality and quality management as an important component in their production process and consistent of quality management in Dar es Salaam, Tanzania. The study used case study approach in which 21 employee were nominated from 7 certified manufacturing companies. Each targeted manufacturing company in Dar es Salaam, Tanzania contributed 3 staffs. Random sampling procedure was employed to come up with 21 sample elements. Questionnaires and interviews were used in triangulation to collect data on the sample. Budotela, (2016) commented that regulatory authorities (TBS and TFMA) should take strong actions to educate manufacturers of goods, who produce fake and substandard goods on the importance of producing quality products not only for the benefit of the consumers but also for the success, credibility and sustainability of their companies.

Additionally, she argued that it is quality of a product which determines their sustainability in competitive business environment in Tanzania. Shio, (2014) also conducted a research on quality management based on manufacturing industries based in Dar es Salaam Tanzania. Sample of 25 manufacturing companies from the population of the 3,268 registered manufacturing companies within Dar es Salaam,

Tanzania was nominated. Questionnaires survey of companies and interview were administered to 22 randomly selected manufacturing companies based in Dar es Salaam Tanzania. Shio, (2014) noted out that the weakness of top management involvement and providing little attention in setting quality policy, establishing quality objectives, conducting management review and communication to subordinates about the importance of meeting customer requirements. Shio, (2014) also adds by saying that, there is little attention from manufacturing companies in improving the effectiveness of the quality management. He finishes by saying knowledge and education is highly required on understanding the implementation of quality management in Tanzania.

The comments from Nassor, (2015) has direct relationship with Shio, (2014) they both argue on management involvement in quality management. That is to say in order the manufacturing industries to meet quality management the involvement of top management in all sector of manufacturing is a must. Mangula, (2014) made a research on impact of ISO 9001 in manufacturing industries In Dar es Salaam, Tanzania. The study was to find out how ISO 9001 can improve organization performance in terms of quality and quantity on manufactured products.

The sample size of 40 respondents was selected using simple random approach. Questionnaire was mainly used to collect data regarding the impact of ISO 9001 certification on organization performance with respect to quality and quantity. Mangula, (2014) found that, there is little some improvement for those manufacturing companies which are ISO 9001 certified. But he noted out that there still quality problem in terms of rework and rejection due to some products never

meet customer requirements. Mangula, (2014) also mentioned that, for the sake of quality management, top management should be committed and active in implementing the requirement stipulated in the ISO 9001 certification. He said by regular training and team work approach will build quality management solid. Mangula, (2014) still emphasize management involvement in implementation of quality management. This gives a clear picture that manufacturing industries lack quality management practice due to lack of top management involvement in implementation of the theory.

Budotela, (2016) blamed the statutory body TBS for not taking serious of making sure manufacturing industries practices as per Tanzanian standards imposed. She argued this body is taking no action towards quality management. Budotela, (2016) emphases that inadequate involvement of TBS on our manufacturing sector is the course of substandard goods. Therefore, the measures explained above by writers, if properly implemented in place by manufacturing industries stakeholders, it will boost quality management in all sector of manufacturing. Only the year should be bracketed when reference is not placed at the end of sentence. When the reference is placed at the end of the sentence, then both author's name and year should be in the bracket. Angalia za kazi za wengine!

2.4 Research Gap

Different studies were conducted on factors affecting product quality management in the Tanzanian manufacturing sector. Reference from Budotela, (2016) conducted a research on quality management in the manufacturers of foods and beverages in Dar es Salaam, Tanzania. Mangula, (2014) made a research on impact of ISO 9001

in manufacturing industries In Dar es Salaam, Tanzania. Nassor, (2015) conducted a study on "the impacts of ISO 9001 quality management system implementation on performance of manufacturing sector in Tanzania. Shio, (2014) Also conducted a research on quality management based on manufacturing industries based in Dar es Salaam Tanzania. They all conducted a study on the quality management assessing challenges facing manufacturing sector on its products. However there was no extension study that was conducted on "factors affecting product quality management in the Tanzanian manufacturing sector". This study therefore intended to cover the observed gap.

2.5 Conceptual Framework

This framework reflects the specific objectives and shows diagrammatic presentation of the variables in the study.

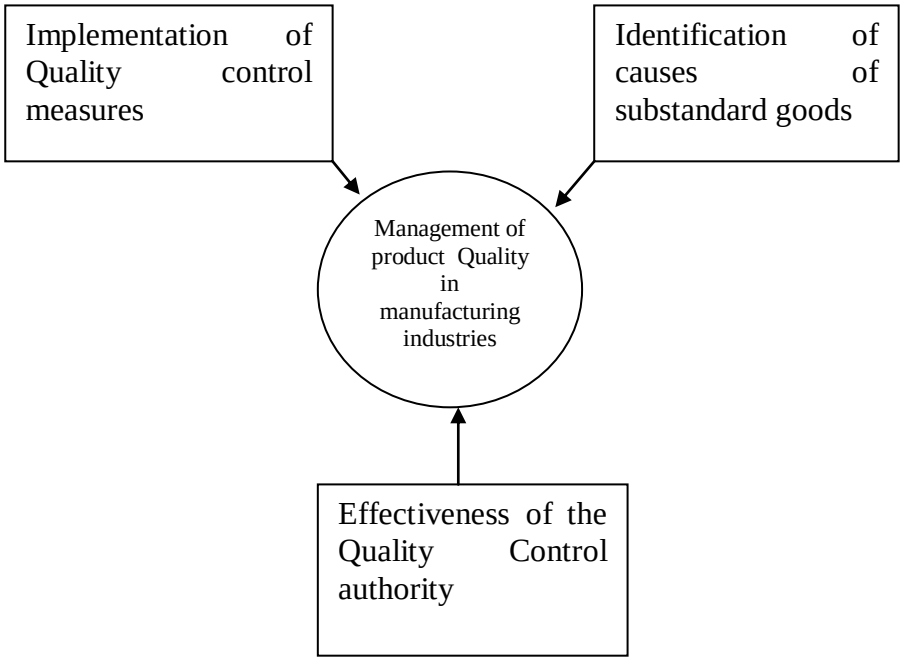

Figure 2.1: Conceptual Framework

Source: Researcher's compilation from Literature Review (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the various research methods and techniques, which were employed in the study. In attaining his targeted objectives, the researcher used both primary and secondary as source of data collection.

3.2 Research Design

Research design is the plan that guides data collection to achieve the objectives of research, that is, to generate new information based on existing ones, (Regoniel, 2017). This study used descriptive research design as a means of achieving its objectives. This is due to the fact that descriptive research design aims to accurately and systematically describe a population, situation or phenomenon, unlike in experimental research, the researcher does not control or manipulate any of the variables, but only observes and measures them. It can answer what, when, where, when and how questions very easily. A descriptive research design can use a wide variety of quantitative and qualitative methods to investigate one or more variables, (McCombes, 2019). Furthermore, this type of research design minimizes bias and maximizes the reliability of the data, which were collected and analyzed (McCombes, 2019).

3.3 Location and Justification of the Area of the Study

The study was conducted in Ubungo Municipal, which is found in Dar es Salaam Region of Tanzania. Ubungo is a Municipal north west of Dar es Salaam, central business district, Tanzania. It is located in the western part of the province. Ubungo

was formerly a ward in the Kinondoni District of Dar es Salaam, (UTC 2019). Ubungo Municipal lies in longitude 39°12'4. 22" East and latitude 6°47'14.41" south (URT, 2012). Ubungo Manicipal has population of 56,015, census 2012, of whom men are 27,221 and women are 28,794. It covers an area of 10.0 km^2 and also the area covers the density of 5,604inh/km2 with a coastal line of km length, (National Bureau of Statistics Tanzania, 2017).

This Municipal consist of areas with highly congested settlements particularly Mabibo, Sinza, Mburahati, Ubungo, Manzese, Kimara, Mbezi, and Kiluvya to mention but a few. The Ubungo Municipal was selected as a case study because the of the potential manufacturing industries located in Ubungo Municipal in the United Republic of Tanzania. Also it is busy area, which employees National and International workers compare to others.

3.4 Target Population of the Study

Population is a collective term used to describe the total quality of things or cases of the type which are subjects of a study (Williman, 2017). William, (2017) also added that, the entire group of people or objects to which the researcher wishes to generalize the study findings. The target population is a group of subjects from whom the researcher is expected to draw conclusions about the research topic (Kothari, 2016). The target population of this study is Manufacturers, TBS staff, SGS staffs, and Ministry of Trade and Industries, which make a total of 166 respondents.

3.5 Sample Size and Sampling Procedures

A sample size is a small group of respondents drawn from the population in which

the researcher is interested in gaining information and drawing conclusion about the universe (Kothari, 2016), Sample size is a count the of individual samples or observations in any statistical setting, such as a scientific experiment or a public opinion survey. Moreover, a sample size used enables the researcher to achieve objectives with reduced resources. Sarmah, (2012) elaborate that sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. A sample size is found to give results, which represent the entire population (Bernard, 2014). On the other hand the sampling procedures deal with the method of selecting items to be observed for a given study, (Kothari, 2001). In this study both purposive and random sampling method were used.

3.5.1 Sample Size

The study used a sample size of 36 respondents, both purposive and random sampling method, were used to come out with that number. The sample did include Manufacturers, TBS staff, SGS staff and Ministry of Trade and Industries. Distribution by number of individuals is shown in the Table 3.1.

Table 3.1: Sampling Category (N= 36)

Category of Respondents	Number
Manufacturers	30
TBS staffs	2
SGS staffs	2
Ministry of Trade and Industries	2
Total	**36**

Source: Compiled by Researcher, 2019

3.5.2 Sampling Procedures

It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected

(Ogula, 2012). Sampling is a systematic way of choosing a group that is small for data collection, which is convenient and big enough to be a true representative of the population from which it has been, selected (Babie, 2012). The researcher used two sampling techniques in this study, namely purposive sampling and random sampling to obtain the sample of respondents.

3.5.2.1 Purposive Sampling

According to (Kothari, 2016) purposive sampling technique is considered more appropriate when the universe happens to be small and known characteristic of it is to be studied intensively. Purposive sampling focuses on sampling techniques where the units that are investigated are based on the judgment of the researcher, (McCombes, 2002). The purposive sampling uses in this study enable the researcher to deal with specific groups of respondents depending on the type of data needed. Purposively sampling technique, which will be used in this study to get the right information basing on their skills and knowledge as well as job position. Also purposive sampling will be used to get primary data source from Manufactures, TBS staffs, SGS staffs and Ministry of Trade and Industries. Most researchers prefer this kind of purposive sampling method because it identifies respondents who are capable of providing valid findings.

3.5.2.2 Simple Random Sampling

Random Sampling is a technique in which all members of a group or populations have an equal and independent chance of being selected. Random sampling technique used in this study to select respondents.

3.6 Source of Data Collection

This study had two sources of data collection: Primary and Secondary sources.

3.6.1 Primary Data

Primary data are original data, which are collected directly by the researcher from the original sources that have not previously been collected by any other researcher. In the collection of primary data the researcher used both interview and questionnaire.

3.6.2 Secondary Data

Secondary data were obtained through document review and literature review from various written sources including published and unpublished materials, reports, journals, articles from the Open University Of Tanzania Library and Tanganyika Library. All these materials will be reviewed as a basis for the formulation of the study issues related to the problem of this study.

3.7 Data Collection Techniques/Instruments

Two data collection techniques was employed in this study. These include interview and questionnaire.

3.7.1 Interview

The researcher uses this technique to get a wide range of information on the quality management in manufacturing sector. Face-to-Face interview used to collect data from key informant such as TBS Staffs, Manufacturers Top Management, and SGS Staffs. This method will facilitates the interactions which enable the researcher to ask rejoinder questions to respondents.

3.7.2 Questionnaires

The researcher used questionnaires based on the specific aims of the study, which included open and closed-ended questions. The closed–ended questionnaires was applied to collect information that required both descriptive and numerical data. The open-ended questions aim at providing respondents with freedom to exhaust all the information they had about the phenomena under the study. This kind of method was administered to the respondents such as Manufacturers.

3.7.4 Reliability and Validity of the Research

3.7.5 Reliability of the Data

In research the term reliability refers to the ability of an instrument to reduce consistent results, a method is reliable if it produces similar results when it is repeated. (Best and Khan, 2015). Reliability looks at the level at which there is correlations between information given by the same people but with differences in time. (Furlong and Lovelace, 2012). In this study the reliability of the data firstly will be assessed by reviewing and discussing the instruments with the supervisor, colleagues, and experienced researchers. Both Kiswahili and English language were applied in structuring the questionnaires and interviews to help the respondents feel more free and comfortable in understanding and answering the questions asked by the researcher. A combination of instruments also was applied for collecting data with the view that these kinds of triangulation of instruments make it possible for the instruments to complement each and hence assures reliability.

3.7.6 Validity

According to Cohen *et al.*(2011) Validity is the process of establishing documentary

evidence which provides a high degree and that the specific process consistently produces a product meeting its specifications and quality attributes. Churchill and Brown (2017), views that validity is the ability of the research study to measure what it claims to measure. To ensure the validity of the data collected in this study the instruments were reviewed and discussed with the supervisor and also questionnaires will be distributed to respondents for pre – testing in order to test the understandability of the questions and misconceptions that might have appeared.

3.8 Data Processing and Analysis

(Bogdan and Biklen, 2013). Kothari (2015) states that the purpose of the data analysis procedure is to summaries and collected and organize them in such a way as to answer related questions and testing any underlying assumption. In this method the process of analyzing the data was consolidated reduced and interpreted. The goal is to come up with reasonable conclusion and generalization based on predominance of the data.

Both qualitative and quantitative approaches was applied on the analysis of the data based on the quality management in manufacturing sectors in Ubungo District. Quantitative data analysis took place by using statistical package for social sciences (SPSS) whereby were coded and entered so as to establish frequencies, percentages, mode, medium, and frequencies. Cross tabulations will be used to enable easy comparison of figure using rows and columns most of data were presented by using tables because it serves space and reduce long explanation. Interviews and open ended questionnaire were analyzed through quantitative approach. Thematic approach was used to analyzed the qualitative data whereby the information will be

classified categorized and organized according to the themes generated from the respondents.

3.9 Limitation of the Study and Solution

In the process of undertaking this study there is expected some limitation such as poor cooperation from some of the TBS Staffs, SGS Staffs, and even staffs from Ministry of Trade and Industries and any other respondents (Manufacturers). They thought that, may be the researcher is spying from a certain political party, or a spy from the government. So it is going to be a very hard task to the researcher to meet them face-to-face. And also some of the respondents (Manufacturers) will be interested in cash, (they will want to be paid to give out feedback) cash, food and drinks from the researcher. The researcher explained to the respondents the position of the researcher that he is only doing academic exercises and he is in a no way connected to the government or any political any part, by doing this they will understand. Inform the respondents that the researcher is a student and has no money to pay them, they will understand.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF THE RESEARCH FINDINGS

4.1 Introduction

This chapter presents analysis and discussed general finding of this study. It is divided into two major sections the first section presents the demographic characteristics and conditions of the sample population of the study area, and these include Gender, Age, Education Level and Designation and second section provides consequences of the substandard goods and measure/effort to overcome this problem.

4.2 Demographic Structure of the Respondents

In this section the researcher collected information of each respondent on Gender, Age, Education and Designation. These were part of personal details of each respondent which are very important in collecting and reporting data.

4.2.1 Gender of the Respondents

This subsection examines the gender of the studied population because the researcher wanted to capture information from both gender. It was important in this study to consider gender issues since attitudes may differ according to gender. The results are shown in Table 4.1. The Table 4.1 indicates that, almost of the respondents were male which comprises 93.3% of the total respondents and the remaining few respondents 6.7% were Female. This implies that the majority of the respondents were Males. As the researcher wanted to create gender balances but this study shows that Female are few in manufacturing industries compare to Male.

Table 4.1: Gender of Respondents

Gender	**Frequency**	**Percentages**
Female	2	6.7
Male	28	93.3
Total	**30**	**100**
Age Group	**No of Respondent**	**Percentage**
20-35	**2**	**6.7**
35-45	**2**	**6.7**
45-55	**26**	**86.3**
Total	**30**	**100**
Designation	**No Of Respondents**	**Percentages**
Technician	22	73.3
Engineers	8	26.7
Total	**30**	**100**

Level of Education	**sex**				**No of Respondents**	**Percentage**
	female		Male			
	f	%	*f*	%		
Certificate	Nil		2		2	6.7
Diploma	2	7.7	24	92.3	26	86.7
Degree and Equivalent	Nil		2		2	6.7
Total	**2**	**10**	**22**	**90**	**30**	**100**

Source: Field Data 2019

4.2.2 Age of the Respondents

It was important to know the age of the respondents because age determines the maturity of a person and hence ability to provide good judgment on the topic. Therefore, a total of 30 respondents were interviewed through questionnaire survey and asked about their age and the results are shown in Table 4.1.

Following the above Table 4.1, the Age of the sampled respondents ranged from 20yrs up to 55yrs. These ranges were used because most of the people matured enough to give their views. The range of Age between 45 to 55 were almost 86.3% of the total respondents while the range between 35 to 45 cover 6.7% of the total range and the remaining range 20 to 35 were also 6.7% of the total range. The study

showed that, the age of range between 45yrs to 55yrs covered almost the large size of sample and the age is mature enough compare to other range on the sample. This is to say they can be more experienced on the field compare to others.

4.2.3 Education Level of the Respondents

The researcher wanted to find out whether there was any relationship between understanding of Quality, Quality Management attitudes in leadership to Manufacturing Industries in Dar Es Salaam. The education level of the respondents is shown on Table 4.3. The Table 4.1 shows that respondents almost 86.7% were holding Diploma and at least 6.7% of the respondents in the sample size had attained certificate level of education and the other remaining 6.7% respondents were accounted for Degree and Equivalent. It is evidence that the area has many residents who are educated from level of Certificate to University this means that they can be aware of the issues of quality management in manufacturing industries at Dar Es Salaam and rely on their answers.

4.2.4 Designation of the Respondent

The researcher wanted to find out the proper designation of the respondents, which were very important to determine whether the researcher had the perfect selected sample. The samples were required to provide the required results, which were used for report writing. The Table 4.4 illustrate the designation respondents. The Table 4.1 shows that,the majority 73.3% of the respondents was Technicians and the remaining 26.7% of the respondents were Engineers, this shows that there is enough evidences from Technicians who work in manufacturing industries at Dar Es Salaam.

By collecting respondent information as expressed above, Gender, Age, Education Level and Designation helped to grab each respondent detail which are very crucial in research and report writing. It helped to know what kind of people do the researcher is dealing with, so do kind of information expected from the researcher. Under this section 4.1 (Demographic structure of the respondents) shows that there were a big number of Males respondent compare to Females. While on Age wise, many respondents were in the group of age between 45 years old to 55 year, which become dominants compare to other group of Ages. On the side of Education level the study indicates that most of the respondents had diploma level of education. And by designation the study indicates that most of the respondents were Technicians. By these details the researcher understood the information collected will be acceptable for research and report writings.

4.3 The Manufacturing Industries in Ubungo District, Dar es Salaam

The Manufacturing Industries in Ubungo Dar es Salaam is one of the important economic sector in which production of goods for national and International level is taking place in Tanzania. The Government collects revenue through this practice. But due to ISO, in 1987 which is the year that mark the foundation of the first common standards, published its first quality management standards which required all manufacturers around the world to adhere with that standard.

The publish provides guidelines that quality management systems should contain. That is for that reason it was important to understand the practice of quality management in manufacturing industries at Ubungo District. Numbers of objectives were created by the researcher in order to get prove on the statement of problem. The

first was objective was to assess whether manufacturers of goods in Tanzania implement quality management, the second objective was to evaluate causes that lead to substandard goods produced by manufacturing industries in Tanzania and the third was to assess the effectiveness of TBS against the problem of substandard goods in Tanzania and if so does it work and the findings are discussed below.

4.3.1 Assessing Implementation Of Quality Management By Mmanufacturing Industries In Tanzania

In this subsection the researcher wanted to know how manufacturers are aware of quality management as established by International Standards Organisations, the researcher asked several questions to importers,(i) Do you implement quality management, (ii)Importance of Education and Training on quality management and(iii)Source of substandard goods in manufacturing industries.

4.3.2 Implementation of Quality Management

In this subsection researcher wanted to understand if manufacturers have any ideas of what is going on about quality management in manufacturing industries. Do they have any idea or no they don't have or they don't know anything about quality management. Table 4.5 express the findings.

Table 4.2: Idea on Quality Management Implementation

Awareness	No of Respondents	Frequency	Percentages
Yes	28	28	93.3
No	2	2	6.7
I don't Know	Nil	Nil	Nil
Total	**30**	**30**	**100**

Source: Field Data 2019

The respondents of the questionnaire showed that almost 93.3% were aware of quality management in manufacturing industries, however there was variation in ideas of at least 6.7% of the respondent who showed to have no idea. No one responded to I don't know. This study found that in general most of manufacturers have idea on quality management although few of them seem to have no Ideas. This findings from reflects with the idea made the Operation Manager from (Manufacturing of Industry, 2019) that manufacturers are aware of quality management.

> "…..*Manufacturers know exactly what is going on about quality management in manufacturing sector"*(8th Oct 2019)

4.3.3 Important of Education and Training on Quality Management

The researcher wanted to get the views and minds of the Respondents on how Education and Training on quality management affect manufacturing of goods. Each respondent came out with own view. Table 4.6 shows the results.

Table 4.3: Education & Training

Awareness	**Frequency**	**Percentages**
Yes	8	26.7
No	22	73.3
Total	**30**	**100**

Source: Field Data 2019

This study found that, majority of the respondents 73.3% on education and training accepted that education and training is not that important to manufacturers in fighting against substandard goods. Its only few 26.7% of the respondent who sees education and training has a solution in combating quality management to improve production of goods. There was variation on the reason why these respondents see

Education and Training has no ability in mitigating and eradicating substandard goods, this is due to poor control imposed by TBS and lack of management involvement to fight against substandard goods. This study is supported by Wilson (2013) who argued the importance of education to manufacturers.

These findings from reflects with the idea made the TBS Administrator from Dar es Salaam office (2019) that:

> *"....the existence of substandard goods in manufacturing industries at Dar es Salaam is contribute by manufacturers management who willingly don't what to accept the guidelines as published by TBS, so whether you educate them it will not help unless they change their minds and accept the quality management guidelines in productions."* (8th Oct 2019).

General manufacturers has to follow production guidelines established by ISO as required, lack education and training on quality management should not taken as a defense to ignore the standard imposed. That is to say quality management can be ignored even by people with proper education on quality management.

4.3.4 Source Of Substandard Goods By Manufacturers

Table 4.4: Sources of Substandard Goods

Source	Education Level	No of Respondents	Percentages
Poor Management, Corruption, Weak Control	2 (Diploma)	26	86.7
Poor Management, inadequate Salary	3 (Degree)	2	7.7
Poor Staffing, Poor Management Systems	1(Certificate)	2	7.7
Total		**30**	**100**

Source: Field Data 2019

Substandard Goods is a main problem of the study, in order for substandard goods to exist, there are must be source which created the foundation of substandard goods.

By this study the researcher wanted to find out what respondent know about the sources of substandard goods. The results of the respondents are shown on Table 4.7. The manufacturers (respondents) were conducted and almost all of the respondents 86.7% showed Poor Management, Corruption and Weak Control Systems are the sources of Substandard in manufacturing sector. 7.7% of the respondents argued Poor management, and Salary, are the sources of substandard goods and the other remaining 7.7% respondents believes Poor Staffing and Poor Employment System to be sources of substandard goods.

This study is consistent with Mbofu, (2017), that Tanzania Bureau of Standards which is responsible for quality management is not taking serious quality management matters. These findings from conquer with the idea made the Operation Manager from SGS (2019) that:

> *"....The existence of Poor management, corruption and improper control imposed in manufacturing of goods in manufacturing industries in Dar Es Salaam contribute to low quality products. If effort to eliminate all the mentioned above will be successful then automatically substandard goods will be abolished".* (9th Oct 2019)

The findings found that almost each group mentioned Poor Management, in other word one can say almost all of total results, concerning source of substandard goods, mentioned Poor Management and few other source, it seems by this study Poor Management contribute at large source of Substandard goods. The study also discussed about three key area which are Quality Management Implementation, Important of Education and Training on Quality Management as well as sources of Substandard Goods. The findings from respondents indicates that, almost all the manufacturers are aware about the issue of quality management in manufacturing

industries in Dar Es Salaam harbor. On the side of Education and Training, majority of the respondents regret by saying Education and Training is not important to manufacturers, believing manufacturers deliberately produce substandard goods, then it is not the matter of Education and Training, very few of the respondents see Education and Training as the solution. When respondents asked about the sources of substandard goods, according to their education level, almost all concluded poor management was the source of substandard goods and at least few mentioned other sources like weak control imposed, poor staffing and salary could be the source.

4.4 Causes of lack of Quality Management Implementation by Manufacturers

In this objective the researcher was looking on the causes of not implementing quality management in manufacturing industries by manufacturers in Dar es Salaam. The researcher test number of causes by asking different respondents number of questions. The researcher asked about causes contributes to manufacturers not to implementing quality management, how culture and social contributes to that action and lastly own opinions about quality management.

4.4.1 Factors Contributes to lack of Quality Management Implementation

The researcher has number of factors including, Poor Management, Lack of Commitment, Weak Controls Imposed by TBS, Corruption, Poor Technology, Inadequate Salary, Culture and Poor Staffing. In conduction the respondents results are shown on Figure 4.1. From the figure almost all three groups of the respondents 100% commented Very High to Poor Management as factor of not implementing quality management. Under Lack of Commitment as factor almost all of respondent 100% selected out Very High and another respondent of 90% said High, while the

rest respondent 50% said moderate. Weak Controls factor, the respondents 50% pointed out Moderate and respondent 80% selected High, while respondent 100% selected Very High. Poor Technology, atleast 40% commented Low, and the respondent 50% pointed out Moderate and the respondent 80% said High.

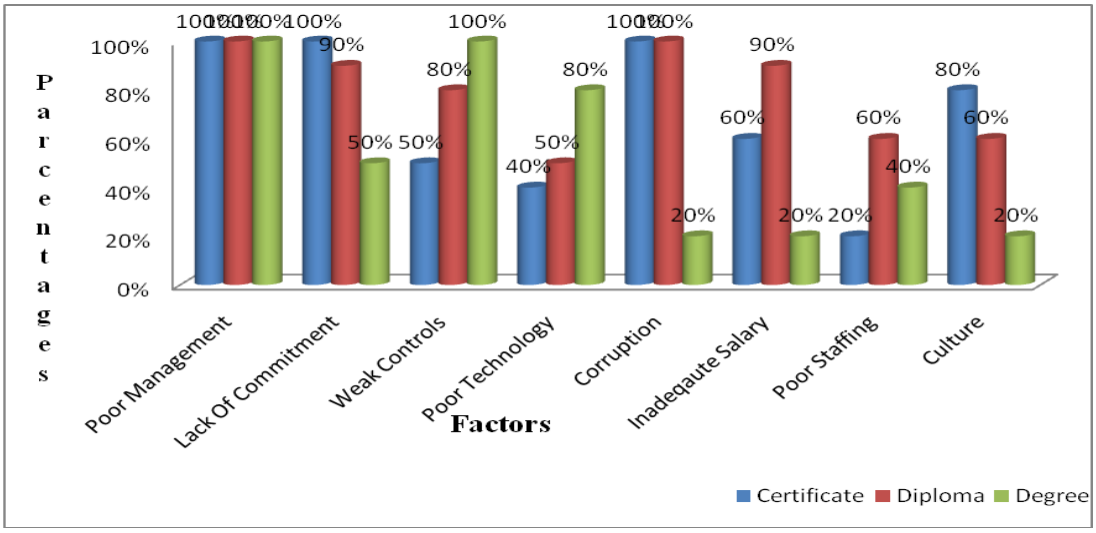

Figure 4.1: Factors
Source: Field Data 2019

The respondent on Corruption as factor was almost all 100% who argued Very High. Inadequate Salary, 60% of respondent said Moderate while at least 90% pointed High and the rest 20% commented Low. Poor Staffing as factor only 20% said Very Low and majority 60% pointed out Moderate while few 40% commented Low. In Culture factor majority 80% pointed out High while 60% pointed out Moderate and the rest 20% commented Very Low as factor which contribute to manufacturers not to implement quality management.

4.4.2 Poor Management Factor

This study found that Poor Management in manufacturing industries in Dar Es Salaam and TBS encourages manufacturers not to implement quality management

system in manufacturing sectors. Strong Management is very important factor to worker as it encourage worker to work hard and follow the work guidelines. Lack of good management may motivate workers to misconduct. This study is consistent with Mwijage (2016) lack of good management may lead to misconduct. This findings from conquer with the idea made the Auditor from SGS Office (2019) commented out that:

> *"...It is true that lack of good management to worker may lead to poor performance and misconduct due to low supervision. These people who under that condition can be easily subjected to misconduct without fear."*(9th Oct 2019)

Not only in Manufacturing Industries in Dar es Salaam but general in any institution if staff lacks proper management there is a big Possibility of misconduct.

4.4.3 Lack of Commitment Factor

The study found that lack of commitment by statutory bodies which are responsible for product quality contribute a lot to quality management misconduct in Dar Es Salaam. Many manufacturers bribes TBS staff to facilitate their substandard goods productions this is possible due to lack of commitment, people don't care what will happen to consumers. This finding corresponds with those study of Widell (2014) that: the main cause of substandard goods is lack of commitment. In interview with one of the SGS auditor from SGS (2019) commented out that:

> *"....there are number of factors that contributes to substandard goods but lack of commitment seems to be that main factor of all*" (10th Oct 2019)

This study further found that despite number of factors contributes to manufacturers not implement quality management in manufacturing sector but lack of commitment seem to be the main factor which contributes to this practice and poor action are

taken to fight that.

4.4.4 Weak Controls Imposed Factor

The study found that weak control imposed create a loophole to substandard goods in Dar Es Salaam. Many manufacturers produce what they feel it is easy for them to do it. No one take to account and ask them how they produce. Sometimes they can manufacture product using poor raw materials. No one ask them where they got those raw material they are using to produce those products. This causes to more substandard goods in market and even hwen they got caught they use bribes. This study is consistent with Kessy (2015) noted that: apart from different factors that he has noted which contributes to substandard goods he insisted that weak controls imposed by TBS contributes to that poor practice, he added that the situation of importing raw materials from unknown sources contributes to substandard goods. In interview with one of the TBS staff from TBS head office, said that:

> *"…..The Tanzania Bureau of Standard itself does not make intensive follow up on the control they have imposed to manufacturers as guidelines to quality management. That gives room to manufacturers not to apply quality management"* (10th Oct 2019).

Due to weak controls imposed in place, many manufacturers find it very ease to isolate the TBS guidelines and manufacture goods on their own guidelines. By this situation they bribes TBS auditors and proceeds with their substandard goods production.

4.4.5 Poor Technology Factor

The study found that existence of Poor Technology in manufacturing industries in Dar Es Salaam manufacturing industries contributes a lot lack of quality

management implementation. The use of manual system and sometimes un dependable computerized system create a loophole for manufacturers not to see the important of quality management. The inspection of quality of goods is done manually from raw material to finished goods. This study is accompanied by Mwijage (2016) noted that: The existence of manual system in production and inspection create a loophole for manufacturers to find ways which will not force them to comply with quality management system. This is why substandard goods is still existing in manufacturing industries in Dar Es Salaam, for support of the Inspector from SGS (2019) who commented that:

> *".....The existence of poor technology implemented in manufacturing industries in Dar es Salaam plays a big role in contributing the existence of substandard goods. He blamed the management for not taking serious action to improve the situation in order to combat the problem of Substandard goods"*(10th Oct 2019).

By this situation it shows how the substandard goods still flowing in a market without a proper restriction. Manufacturing plants do not consider new computerized system in production as a vital action in the production of goods due to quality management system. It is the duty of institutions or any authority involved to take serious measure to fight against poor technology system in manufacturing industries for the aim of eliminating the problem of substandard goods.

4.4.6 Corruption Factor

The study found that corruption as one factor to lack of quality management implementation in manufacturing industries. The manufacturers are discouraged with the poor situation in authority bodies; they complain that, they pay some amount as corruption any time they seek for some legal issues from authority bodies. This

situation encourage manufacturer to misconduct in production and ignore TBS guideline. This study is companied by (Kikwete 2013) noted that: Any time the government institution receive corruption, that institution discourage the plan of development of the central government. That is why there is still a problem of quality management in manufacturing industries in Dar es Salaam, for support of the Inspection Manager from Manufacturing Industry office (2015) who commented that:

> *"....If manufacturers are not satisfied with TBS staff, they are always ready for corruption this discourage them from following the rules imposed in manufacturing of goods."* (10th Oct 2019)

Yes it is true that corruption distort development of any country, so do manufacturing sector in Dar es salaam.

4.4.7 TBS Management Factor

Table 4.5: TBS Management Factors

Respondents	Frequency	Percentages
Yes	28	91.7
No	2	8.3
Total	**30**	**100**

Source: Field Data 2019

To understand the involvement of TBS management in the causes of substandard goods. The researcher wanted to be sure if there is any possibility of the TBS management involvement or not. The researcher provide questionnaire to respondents to be filled and table 8 shows the results of the respondents responds. Following the Table 4.8 indicates that almost all of the respondents 91.7% accepted that TBS management in the country contribute to substandard goods due to lack of quality management systems in manufacturing industries.

Other number of reasons such as family relationship, friendship, corruption and lack of commitment, and tribalism at least 8.3% disagree by arguing that TBS management are not involved in substandard goods. This findings conclude that, there is a direct connection between TBS management and substandard goods. That is to say Tanzania Bureau of Standard Management are involved in substandard goods due to lack of quality management in manufacturing industries. The comments above are similar to the argument of (Mubofu 2018) who pointed out that TBS staff at borders areas involve in corruption, by accepting bribes from importers of raw materials from outside the country. During field research one of the Accountant Administrator from Ministry of Industry (2019) argued that:

> *"……family relationship, tribalism, uncommitted TBS management, corruption plays big role in Substandard goods in manufacturing industries, some manufacturers has direct relationship with TBS management through tribe or friendship, hence for committed management this is not acceptable but for TBS management these is practiced".(*10th Oct 2019)

TBS management must work as per office guidance and rules, if the management does not follow the guidance and rules automatically substandard goods complain will bear on them. Family and Friendship, Tribalism, corruption must be avoided at work place. All activities must be practiced by law and guidance. Apart from that substandard goods will never end in manufacturing industries.

4.4.8 Social and Culture Factors

In discussing this factor the researcher wanted to find out, if the influences of Social and Culture has any impact on quality management implementation, referring to Tanzanian traditional and culture which does not teach or prepare its own people to adopt new changes and technology in manufacturing sector. Most of the Tanzanians

find quality management implementation as a big burden to them and it not there obligation to implement it.

Table 4.6: Social and Culture Factor

	Frequency	**Percentages**
Yes	26	86.7
No	4	13.3
Total	**30**	**100**

Source: Field Data 2015

According to the findings, on table 9 above indicates that almost all of the respondents 86.7% accepted that Social and Culture contributes to poor implementation of quality management. This is due to the fact that, Tanzanian traditional does not prepare community to be ready for the changes which happening in manufacturing industries in the world. People delay to adopt changes, hence it becomes culture to Tanzanians, that is why people will use all means to avoid quality management implementation, and only 13.3% do not accept.

The comments above are similar to (Kessy 2015) who noted out that most Tanzanian does not feel pain in manufacturing substandard goods because using quality is not their culture. So substandard goods manufacturing in manufacturing industries is contributed by Social and Culture. This is supported by Inspector Manager from Ministry of Industries (2019) who noted that:

> *"....Practicing quality management is culture, he gave example that most of developed country people have habit of adopting new changes because it is part of their culture, producing substandard goods in developed countries follow with great punishment. But here in Tanzania is not culture at all people do not feel pain to do that.". (*11th Oct 2019)

Quality management must be subjected to culture, people must pay attention in production of goods in a country. This will enable all manufacturing industries to

produce goods which meet international competitiveness hence increase revenue to industries as well to government economy. This must be introduced to manufacturers believe quality is not culture in production. Manufacturers must adhere quality management guidelines, that producing substandard goods is illegal.

The findings of this objectives shows that there are number of factors which contributes to causes of substandard goods production at large, Weak Controls, Corruption, Poor Management, Poor Technology are mentioned most to be the factors that causes of substandard goods compare to others. In this findings also showed TBS Management contribute a lot to causes of Substandard Goods, moreover Tanzanian culture and traditional also plays a role, as it is the habit to Tanzanian not to adopt no culture easily. By this result great effort should be taken to eliminate the problem of not implementing quality management in manufacturing industries in Dar Es Salaam otherwise the problem will exist and become culture also.

4.5 Serious Measures Taken by TBS to make Sure Substandard Goods are Eliminated in Manufacturing Industries In Tanzania

This section examines existing strategies that addresses manufacturers who do not implement quality management in manufacturing industries in Dar es Salaam. Tanzania strategies on addressing quality management issues are guided by various policies, laws, regulations and treaties from both national and global level. Therefore this study was looking at whether the manufactures has an idea about the existing strategy which addresses the importance of quality management in manufacturing industries especially Dar es Salaam manufacturing industries in Ubungo District,

opinion on what more effort should be made and what are the efforts made by the manufacturers themselves in addressing the problem of substandard goods. The Government role in fighting substandard goods in manufacturing industries in Dar Es Salaam and also the what effort is made by TBS to fight substandard goods.

4.5.1 Measures Imposed by Government

Tanzania Government have tried in different ways to address the importance of quality management in manufacturing industries in Dar Es Salaam which includes; Central Government, Public organization, Non-governmental Organization and Private Institutions. The researcher needed to find out if the respondent knew of the existence of the imposed measures by government, the role of government in fighting against substandard goods. The government imposed different measures which believed to work, but the researcher wanted to be clear if the measures imposed in place have ability enough to eliminate the problem of substandard goods in manufacturing industries.

Figure 4.3 displays the respondent results. The researcher came out with number of reasons according respondents response on measures imposed by the government to overcome substandard goods. Starting with Technology Improvement measure, respondent came out with different responses, most of them 72 % marked Very High, while 8% marked Low and the rest 20% marked Moderate. Moreover on Seminar & Training some of the respondents 7% marked Very High while 7% marked High and majority 87% marked Moderate. For case of Proper Staffing 20% of the respondents marked High, majority of the respondents 73% marked moderate, while respondents 7% marked Very High.

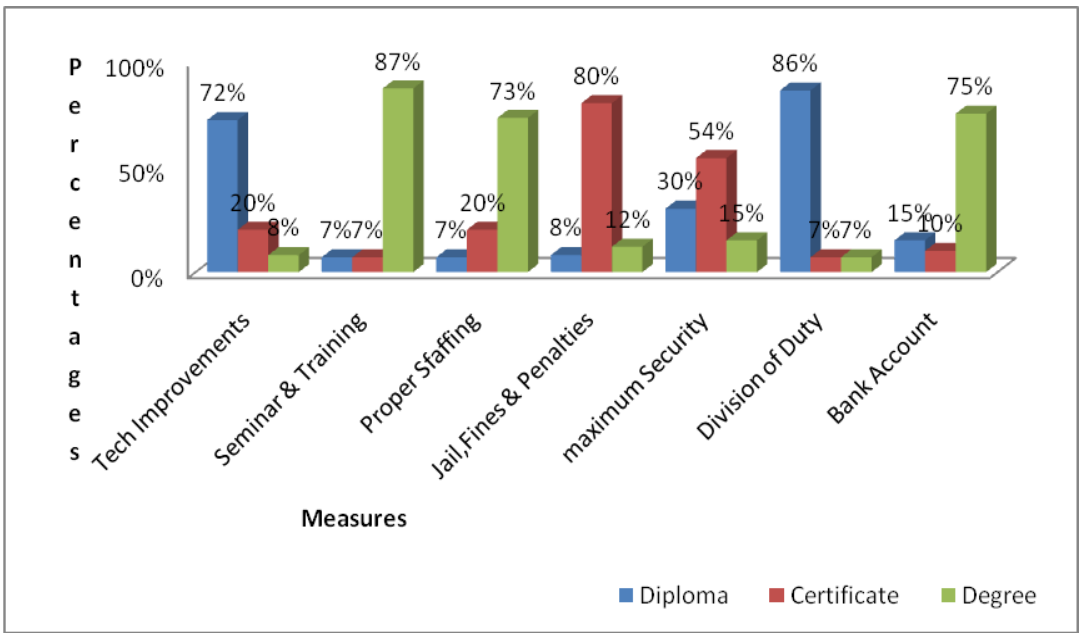

Figure 4.2: Measures

Source: Field Data 2019

On the Jail, Fines and Penalties measure only 12% respondents marked Very High and another 8% said High, majority of the respondents 80%. marked Moderate. Maximum Security measure, few 15% marked Very High and almost 54% marked High and the rest respondents marked 30% Moderate Division of Duty Majority 86%. marked Very High the rest Marked 6.7% Moderate. The measure of bank account, almost majority 75% respondents marked Very High and 15% respondents marked High and the rest 10% respondents marked moderate. This is understandable since measures imposed by government to sensitization the issue of tax evasion is poof to help manufacturers understanding the important of quality management.

In acknowledgement of the aforementioned, one of the key informant had to say:

> *"Division of duty reduces the risk of substandard goods existence, as one product passes through different hands from the beginning to the end. Not only one person has the authority to process the product*

> *from start to the end, each person will have a unique duty on that product, the corruption may not be able to occur at all level of production system."* Inspection Manager from manufacturing industries in Dar es Salaam. (11th Oct 2019)

This is to say the government has its hands in fighting against substandard goods, this is proved by the measures discussed above. The manufacturers have given different views which they do accept that, it is the effort of the government fighting against substandard goods. In other word the government is openly fighting against substandard goods by initiating manufacturing industries to implement quality management in Dar es Salaam.

4.5.2 Individual Perspectives

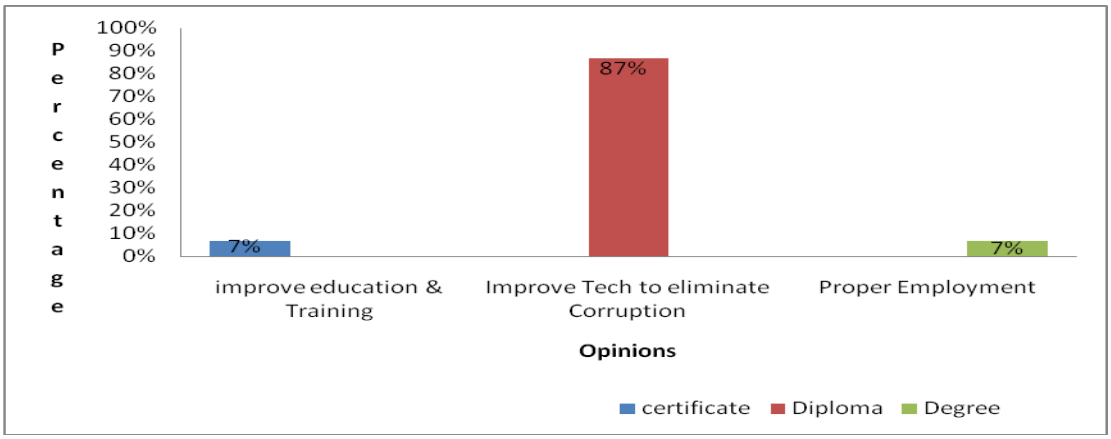

Figure 4.3: Opinions

Source: Field Data 2015

Human beings are born equal but they are not the same in term of emotions, thinking capacity, feelings and perspectives. This is how human beings are created. In this subsection the researcher gathered the opinions of different respondents on substandard goods, what do they say on the ways to overcome substandard goods. The Figure 3 4.displays the outcomes.

Almost all of the respondents 87% comment that if government concentrate on the improvement of technology and fight against substandard goods in manufacturing industries in Dar es Salaam to eliminate these problems. But at least of the respondent 7% comments on introduction of education and training to manufacturers would help to eradicate the problem of substandard goods in manufacturing industries and the last few 7% argued on proper employments. By the results above it is clear picture that community is ready to fight the problem of substandard goods and they try to give their opinion on which they believe if implemented properly the problem of substandard goods will be eliminated total. To them substandard goods cannot only be mitigated but eradicated totally.

4.5.3 TBS Measures

The main center of attention of this subsection was to find out whether respondents knew the efforts made by TBS in fighting against substandard goods by manufacturers who do not want to implement quality management. This is important to identify the position or status of TBS who have the mandate of imposing guidelines in manufacturing for governments but also identify their influencing role in fighting against substandard manufacturing industries as well as substandard goods. The Figure 4.4 illustrates the discussion results with the respondents.

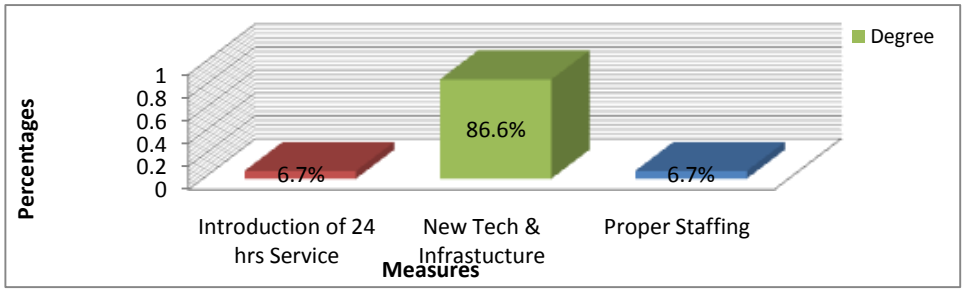

Figure 4.4: Measures
Source: Field Data 2015

The study findings found that almost all of the respondents 86.6% revealed that TBS has improved it technology and infrastructure to fight substandard goods and at least other groups 6.7% mentioned on 24hrs services and Proper Staffing. As per respondent opinion the researcher found out some efforts made by TBS to fight against substandard goods in manufacturing industries in Dar es Salaam. Opinions came from different respondents who knew exactly what TBS has done to combat substandard goods.

The general outcome in this objective reveals how different stakeholders are cooperating to fight against substandard goods by advising the implementation of quality management in manufacturing industries in Dar es Salaam and this fight on the other side proves the existence of substandard goods in manufacturing industries in Dar es Salaam. It is true to say Tanzania government is on front line to make sure substandard goods as well as substandard manufacturing industries are eliminated. Almost the entire respondent is accepting measures imposed in place by the government are working to fight substandard goods only very few do not accept. People have disposed their opinions on ways to overcome substandard goods and majority of the respondents believe the Improvement of Technology will eradicate substandard goods hence implementation of quality management system.

When respondent asked to mention if they know measure imposed by TBS to overcome substandard goods, all mentioned on Technology and Infrastructures and the rest mentioned on Proper Staffing and 24hrs Service. By this finding yes there is a fighting against substandard goods going on in order to implement quality management though the fighting is not yet over.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Key Findings

The findings of this study showed that most of manufacturers are aware of production of substandard goods, also the study findings found that, some manufacturers believe education and training on quality management can be applied to eliminate the problem of substandard goods, but still others manufacturers do not accept that education and training can eliminate the problem of substandard goods. Furthermore the study findings showed that poor management, corruption, weak controls imposed, poor staffing and culture are among of the sources that contribute to substandard goods in manufacturing industries at Dar es Salaam.

Regarding the factors that contribute to substandard goods, the study findings has found out that many manufacturers engaged deliberately in production of substandard goods. Also the study findings found out that Dar es Salaam bureau of standard management contribute to existence of substandard goods. Furthermore the study findings has found out that Poor management, corruption, poor technology, poor staffing, weak controls used to monitor quality of production and poor security are the factors which contribute a lot substandard goods production.

On top of that the study findings also found out that high Culture and Traditional, natural altitude of some Tanzanians also distort the process of quality management implementation hence contributes to production of substandard goods in manufacturing industries in Dar es Salaam. Furthermore the study findings showed that tribalism, family relationship, politicians figure and uncommitted staff is other

reason which contributes ignorance quality management in manufacturing sector hence production of substandard good keep on continuing without fear. With regard to assessing the effectiveness of TBS against the problem of substandard goods in Tanzania, the study found out that Tanzanian government through Tanzania bureau of standard imposed measures to overcome the problem of substandard goods. Also the study has found out that technology, seminar and training, proper staffing, punishment, maximum security, division of duty, these are the area on which government has tried to improve in order to overcome this problem.

Lastly the study found out that introduction of Bank Account System (Government Electronic Payment System) direct payments to the government account, and 24 hours services, and the use of automated tools in TBS Laboratories plays a significant role in overcoming the problem of Substandard goods. But sadly enough many manufacturers do not recognize the effort played by the government and Tanzania Bureau of Standard in taking action by imposing effective measures in fighting against substandard goods in manufacturing sector in Dar es Salaam, manufacturing industries.

5.3 Conclusion

Although there have been efforts by the Government and Tanzania Bureau of Standard Authority to direct the manufactures to follow the rules of manufacturing, which require them to adhere with ISO guidelines, by implementing quality management system in manufacturing industries in order to overcome the problem of substandard goods, which will have two benefit, one all product manufactured will meet competitiveness of the global market, but also increase government

revenue due to production, still some there some manufacturers engaged in production of substandard goods willingly in manufacturing industries in Dar Es Salaam.

5.4 Recommendations

Although there are great efforts by Tanzania Government, Tanzania Bureau of Standard Authority and Ministry of Industries encouraging manufacturers follow the standard of manufacturing by implementing quality management without being forced, but still not significantly recognized. The objectives show that, in the near future manufactures should participation in all affairs, fighting against production of substandard goods. This can only be done if serious deliberate measures are taken to eliminate the existence minds. This study offers some recommendations as follows;

5.4.1 Government and Government Institutions

Both Government and Government institutions must make sure that they struggle to eradicate the existing factor lead to production of substandard goods during manufacturing. Laws and regulations on manufacturing imposed must be followed and practiced effectively by manufacturers.

5.4.2 Manufacturers

Manufacturers should learn the negative consequences of producing substandard goods, by understanding those consequences they should eliminate foolish minds of producing substandard goods and with free consent they should deliberately implement quality management system as required.

5.4.2 Sophisticated Systems

There is a need to put more emphasis on establishing new sophisticated systems in controlling product manufactured by manufacturing industries in Dar es Salaam manufacturing industries, especially during inspection of raw material used, process applied in production to the final goods. Also the use of GEPG – Government Electronic Payment System should be used in order to avoid direct cash collection which attract loophole for corruption.

5.4.3 Government & Non Government

It is also important for different stakeholder (government, NGOs, academics, private sectors) being made to deal with the problem of substandard goods. They should be able to provide policy, recommendations on how manufacturers should adhere with quality management in production.

5.4.4 Traditions and Cultures

There is a need of sensitization to the society in general on getting rid of the traditions and cultures that hinder manufacturers from producing substandard goods. There is a big class of buyers in society who are ignorant of quality, they just care cheap price. The society's negative attitudes on cheap price must be changed through sensitization and education and where the need arises then legal measures should also be adopted. Need for education and training that makes manufacturers realizes that they should support government revenue through proper manufacturing. Similarly manufacturers have to support TBS and encourage it in its war against substandard goods because they are potential tax payer to Government. There is a need to provide quality management education from primary schools to university

level. Seminar, Debates should be provided to society which does not have direct access to schools, this will increase quality management awareness and reduce the problem of substandard goods.

5.4.5 Media

Also media should be used to emphasis about quality management and explain its important and development to the economy through Radio, TV, Newspaper, Cellular phone Magazine to mention but a few this will enable to cover the wide range of the society.

5.5 Area for Further Studies

The findings of this study which was conducted only in one district are not enough as a basis of making recommendation of removing the problem of substandard goods and implementing quality management system in manufacturing industries in Dar es Salaam. There is a need to have a broad study that covers more manufacturing industries whose findings can be more representative.

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APPENDIX

QUESTIONNAIRE FOR RESPONDENT

Dear respondent;

This questionnaire is meant to collect data and opinion which will enable the researcher to assess factors influencing quality management on manufacturing industries and ways to prevent substandard goods at Ubungo District. The research will be under supervision of Open University of Tanzania (Dar es Salaam Campus), and it is purely for academic purposes and in no circumstances should it be viewed otherwise. All information given and views expressed shall be treated with maximum confidentiality. It is expected that the findings of the study will be useful to the academicians and the public at large. Your cooperation by filling in this questionnaire promptly is kindly requested.

Please carefully answer the questions below:

A: Background

Information of the respondent

Sex: A. Female B. Male

Age: 20---35, 35---45, 45---55, 55---65, 65---above

Education level: (a)Certificate (b)Diploma (c)Degree and equivalent(d)Masters and above

Designation…….

B: Awareness of quality management in manufacture sector

i) Do manufacturers of goods in Tanzania implement quality management?

a) YES

b) NO

c) I don't Know

ii) Do you think Education/Training on quality management in manufacture sector is Important?

a) YES

b) NO

If answer is (a) please explain how and if (b) explain why

(i) As a Manufacturer, what do you think are the sources that lead to poor standards of goods manufactured in Tanzania?

(ii) ……

……

C: Causes for that lead to substandard goods

i) Thinking about the factors, why manufacturers do not consider quality management, to what extent does you grade statements concerning why manufacturers engage in manufacturing substandard products.

Mark with an (X)

Factors to Substandard	**Very High**	**High**	**Moderate**	**Low**	**Very Low**
Poor Management					
Lack of Commitment					
Corruption					
Lack of Resources					
Ignorance					
Poor Technology					
Training/Education					
Profit Oriented					
Government restrictions					

ii) Does the TBS have influences to causes of substandard goods manufactured by Dar es Salaam Manufacturers?

a) YES

b) NO

If answer is (a) please explain how and if (b) explain why

iii) Do you think that Tanzanian social and culture, contributes and build an obstacle to quality management on manufacturing industries?

a) YES

b) NO

If answer is (a) please explain how and if (b) explain why

D: Measure to Overcome:

i) To what extent do the measures imposed by the government, help to overcome the problem of quality management in manufacturing sector?

Mark with an (X)

Measures Imposed by Government	**Very High**	**High**	**Moderate**	**Low**	**Very Low**
Technology Improvement					
Seminar & Training					
Proper Staffing					
Fines & Penalties					
Division of Duty					
Importation restrictions					

ii) In your own opinion what do you think is better way to overcome the problem of substandard goods?

Please Explain.

iii) Do you know any tools imposed by TBS office to overcome the problem of quality management in manufacturing sector?

Please mention…….

INTERVIEW QUESTIONS:

Interview Guide for Key Informant, SGS Management, & TBS Management

Personal Details

Age _____

Sex _____

Education _____

Position/Status _____

Time at Position _____

i) To assess the level of quality management awareness among the manufacturers of goods in Dar Es Salaam City.

a) What is Quality Management?
b) Do you think Manufacturers know anything about quality management?
c) Do you think manufacturers and TBS/SGS staff has adequate knowledge on quality management?
d) Can you explain what level of awareness do manufacturers have on quality management?
e) Do you think providing training on quality management is important?

ii) To evaluate causes that lead to substandard of goods by manufacturing industries in Dar es Salaam at Ubungo district.

a) Based on your position what do you think are main causes of substandard goods?

b) How do you apply technology to overcome the problem of quality management on Tanzania manufacturing industries?

c) What control imposed to manufacturers in order to avoid causes of quality management?

d) Are social relations like personal influences, tribalism, big names contributing to poor quality management implementation?

iii) To assess measures imposed in place, used to overcome the problem of quality management by the manufacturing industries in Dar Es Salaam at Ubungo District.

a) What efforts should be done to overcome quality management in our products?

b) What effort should be applied to improve existing measures in place?

c) What is the contribution of government to overcome the problem of quality management in our manufacturing industries?

d) Do Government efforts reduce the problem of substandard goods?

e) Mention any effort you know which can help mitigate the problem of substandard products in manufacturing industries.