

**DEBRE MARKOS UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF
MANAGEMENT.**



**ASSESSMENT OF TOTAL QUALITY MANAGEMENT PRACTICE AND
ITS EFFECT ON ORGANIZATIONAL PERFORMANCE: EVIDENCE
FROM AMHARA METAL INDUSTRY AND MACHINE TECHNOLOGY
DEVELOPMENT ENTERPRISE (AMIMTDE).**

M.SC. THESIS

BY

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APPROVAL SHEET

Business and Economics Faculty

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As a member of the Board of Examiners of the Master Thesis opens defense examination, we testify that we have read and evaluated entitled with Assessment of total quality management practice and its effect on organizational performance: Evidence from Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE)” we have read and evaluated this thesis prepared by Mr. Birhanu Ayenew and examined the candidate. We recommended that this thesis be accepted as fulfilling the thesis requirements for the Masters of Business Administration.

Board of Examiners

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Chairperson	Signature	Date

DECLARATION

This is to certify that this thesis entitled “Assessment of total quality management practice and its effect on organizational performance: Evidence from Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE)” submitted in partial fulfillment of the requirements for the award of “Masters of Business Administration” to the Business and Economics faculty, Debre Markos University by Mr. Birhanu has been written by me and it is a record of my research work. No part of this work has been presented in any previous submission for another degree or diploma at any establishment.

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ABBREVIATIONS AND ACRONYMS

- **SPSS**.....Statistical Package for Social Scientists
- **TQM**.....Total Quality Management
- **AMIMTDE**..... Amhara Metal Industry and Machine Technology Development Enterprise
- **HR**.....Human resource
- **ISO**.....International Organization for Standardization

ABSTRACT

Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE) are working on achieving maximum quality both in the services and products offered. As a result, AMIMTDE has opted for the adoption of total quality management. Despite the widespread use of total quality management still, the AMIMTDE has not achieved the expected performance. Therefore, this study aimed at investigating the influence of total quality management practices on the performance of AMIMTDE. The objectives of the study are to examine the influence of employee involvement, top management support, continuous improvement, and customer focus on the performance of AMIMTDE. In attaining the research objectives, the research utilized descriptive research techniques and a population of 539 participants from AMIMTDE. A 30 percent sample was considered a reflection of 162 participants. In getting information from the respondents the study utilized both structured and unstructured questionnaires that consisted of both open and closed-ended questions. However, respondents had varying questions and had the opportunity to answer appropriately. SPSS (Version 24) stands out as one of the key analysis tools to be used in examining the quantitative data collected, and then the information was presented by the use of means, frequencies, percentages, and standard deviations. The research utilized multiple regressions analysis in estimating the study model. It was established that the selected TQM practices which included customer focus, top management commitment, continuous improvement, and employee involvement significantly and positively influence the performance of AMIMTDE. The study concluded that the involvement of employees increases employee commitment to their organizations and by involving employees actively in decision-making, company leaders affirm the value of their employees. Support from the top managers helps in getting the necessary resources and then to achieve the benefits of different strategies. Customer focus helps AMIMTDE to build a loyal customer base and customers are more willing to purchase from companies that they feel consider their needs when they create products and services. The research is expected to be of importance both to firms expected to use the information in enhancing quality products provisions and academicians expected to do research on a similar or related topic.

Key words: AMIMTDE, TQM, customer focus, top management commitment, continuous improvement, and employee involvement

CHAPTER ONE

1. INTRODUCTION

1.1. Background to the Study

Total Quality Management (TQM) is a management-based strategy that involves all team members in enhancing an organization's procedures, goods, and culture to increase customer and other stakeholder satisfaction. It is regarded as being important for an organization's long-term success. Total quality management (TQM) is a company-wide management philosophy that focuses on the needs and expectations of the customer to continuously improve the quality of the products, services, and processes to increase customer satisfaction and business performance. The correlation between comprehensive quality management techniques and performance has yielded conflicting results (Kaynak, 2003).

The application of TQM has been a crucial component of increasing organizational effectiveness. Many academics have looked into the connections between TQM and performance. Scholars have employed many performance kinds, including financial, innovative, operational, and quality performance, to analyze the relationship between TQM and performance. To improve customer satisfaction and business success, TQM is a product, service, or process that focuses on the needs and expectations of the target market (Sadikoglu & Olcay, 2014).

Organizations can increase internal efficiencies through the application of TQM methodologies, which is thought to be a requirement for becoming competitive in the global market. TQM, according to Kaynak, 2003, is a continuous, iterative process. It is successful to the extent that businesses can learn to identify issues and efficiently address them. The advantages of implementing quality management methods can be seen in improved operational system efficiency and increased organizational effectiveness. Total Quality Management (TQM) has developed into a potent tool for the success of many different kinds of companies. Given its strategic significance, TQM has been adopted by several organizations, including manufacturing SMEs, universities, and government agencies (Sohal & Terziovski, 2000).

In the last five years, Ethiopia has seen growth. Government reports claim that two-digit rates of economic growth have been attained. Progress, change, and most importantly, efforts are evident in development. But compared to where the nation will live, its accomplishments lag far behind. To find and investigate the approaches toward quick and sustainable development, many different sorts of research have been conducted. Now, it is apparent to the majority of interested parties that the majority of industries struggle with quality-related issues (B. Birhanu & Daniel, 2014).

1.1. 1. Organizational Performance

(Dess & Robinson, 1984) pointed out that organizational performance can be evaluated by quality service and products, satisfying customers, market performance, service innovations, and employee relationships. Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, (2009) identified that return on investment, sales, market growth, and profit are important factors that be measured by organization performance. According to these researchers, there are many factors in this study that be measured by performance such as market shares, financial performance, efficiency and effectiveness of organization performance, and human resource management.

Organizational performance endorses a process perspective where the focus is on the internal process of quantifying the effectiveness and the efficiency of action with a set of metrics (Burke & Litwin, 1992). According to (Dess & Robinson, 1984) performance is measured in terms of output and outcome, profit, internal processes and procedures, organizational structures, employee attitudes, and organizational responsiveness to the environment among others. The author also states that organizational performance is based on the balanced scorecard, stating that organizational performance can be appraised by the return on investment, the margin on sales, capacity utilization, customer satisfaction, and product quality.

According to Venkatraman, (1986), organizational performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. Terrein (2012) argued that as world markets are becoming more and more integrated, the service business is coming under burly pressure to ensure that their quality presentation is up to date. Organizations, therefore, are adopting the practices of total quality management to edge out the competition.

1.1.2. Total Quality Management Practices

Total quality management practices are those practices followed to ensure the highest level of customer satisfaction with a product or service (Juran & Godfrey, 1998). According to Haines et al., (2004) total quality management makes performance an effective method for change in the organization and the improvement of quality within the organization. The Performance of the organization is fundamental to the achievement of the organization's change programs and TQM in particular. In this study, the TQM studied included employee involvement, top management support, continuous improvement, and customer focus.

Employee involvement is through the participation of employees to support an organization to fulfill its aims and missions and also achieve its objectives by providing their efforts in problem-solving and decision-making (Charles Perrow, 1994). (Amah & Ahiauzu, 2013) employee involvement is very important and essential as it can head to joint values, morals, purpose, and vision as well. It is considered that if employees are involved in their organization they would resulting in organizational performance.

The role of top management appears to be crucial in achieving synergy between the activities and operations in the organization because top management is an important source of achieving organizational goals. Top management is responsible for understanding the organizational principles and values of its workers, in addition to generating synergy and compatibility between them (Manna, 2012). Brown, M., Hitchcock, D., & Willard, (2014) observe that to implement TQM successfully, top management must first believe in it. They also have to demonstrate their commitment TQM requires the cooperation of top managers in all departments and divisions of an organization, and across functions if it is to succeed.

Continuous improvement consists of establishing customer requirements, meeting the requirements, measuring success, and continuing to check customers' requirements to find areas in which improvements can be made. Customers may be internal or external, depending on whether they are located within or outside the organization. The continuous improvement consists of establishing customer requirements both internal and external, meeting the requirements, measuring success, and continuing to check customers' requirements to find areas in which improvements can be made (Chang, 2005). (Oakland, 2015) observes that total quality is a management philosophy that has developed incrementally over time, and continues to do so using

continuous improvement as an important driver. Customer focus is a strategic objective with a long-term focus that may have subtle results in the short run (Pan, Sheng & Xie, 2012). However, the long-term focus of customer focus strategy creates tension for managers who at the same time need to meet the financial performance requirements, which are generally measured on yearly financial results. According to (Mukerjee, 2013), sustainable organizational performance refers to an expectation that an organization can react rapidly and efficiently when faced with emerging customer-related issues, including a desire for changes within the operations being performed. This is an important factor, given the dynamic nature of customer expectations.

1.1.3. Metal industry in Ethiopia

Industrial growth starts and begins with the growth and development of metal Industries. The metal industry is the backbone of most other Manufacturing industries for economic growth and development for the country. The Industrial Revolution created a demand for metal parts used in machinery. This led to the development of several machine tools for cutting metal parts. To build and then, installing, building and construct the new manufacturing industry (leather, textile, metal, Agro-processing industry) use metal product machinery and equipment. Metal industries considered Key Enabling Technologies (KETs) provide the basis for industrial growth and innovation in a range of products across all industrial sectors and also drive the development of entirely new industries. The developed and developing nations, rapidly growing in different sectors like electric power generation, Agro-processing industry, railway developments, and booming housing and condominium constructions requires huge tons of steel production.

Additionally the expansion and newly emerging industries like motor vehicle assembly, spare parts supplier, and agricultural equipment, and the expansion of requires a huge amount of iron ore and other basic minerals (Dametew et al., 2016).

Basic metal industries occupy a prominent position in the development agenda of many developing countries like Ethiopia. Ethiopia's basic metal industry is an infant for GTP's economic contribution and global competition. Basic Metal industries through engineering industries also, industries forward linked to all sub-sectors of manufacturing industries. It can help; the agricultural, construction, transport, and electric power sectors, by manufacturing agricultural

implements, manufacturing or production machinery construction machinery and structural bars and sections, vehicles, and electrical equipment, respectively. On the other hand, the sustainability of metallurgical industries also depends on the technology selected, the availability of resources, infrastructure, and knowledge and production facilities. Hence, the development of the basic metal industry is essential to the rapid growth of all other industries and the country's growth. That's why industrial economies are characterized by the survival of strong metal manufacturing industries. Because the metal industry plays a vital role in human civilization, modern technology, technological innovations, development of any modern economy. Technological innovations and a strong economy have provided a competitive edge to companies and increasingly competitive pressure on the firms to be technologically superior to others(AW et al., 2017).

Regulation No. 127/2007 established the Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE) under Article 58, subsection 7, of the Amhara National Regional State's revised national constitution. This makes it possible to fulfill the industrial sector's development objectives in the area. To support development, it has been determined that the industrialization transformation of the area must be accelerated by removing obstacles to investment, such as inadequate productivity, low technological capability, a lack of production inputs, and weak commercialization faced by the main components of the manufacturing industry, and by doing so, closing the market gap in the region. As a result, the AMIMTDE is created herein as an independent regional government organization with a legal personality. The business is carefully planned to be able to facilitate technology transfer in the area and carry out production and commercialization of machine and metal technologies by resolving demand, supply, and utilization bottlenecks that were observed in the regional manufacturing industry. Due to the aforementioned goal, the company is now implementing several technical and metal projects in the area. The company operates a general flexible workshop, foundry, transformer maintenance facility, and a factory producing farm implements in Kombolcha City, in the Amhara Region. By making investments, these workshops have been outfitted with modern technologies like CNC machines. (AMIMTDE, 2021). Total Quality Management (TQM) is a management approach for an organization centered on quality based on the participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organization and society. The purpose of this study was: "To investigate the effect of total quality management practice on AMIMTDE Company in the Bahir Bar branch

1.2. Statement of the problem

TQM is a metric for assessing how committed an organization is overall to maintaining complete quality. This would make it easy for enterprises to assess their dedication to quality so that potential actions may be done to enhance their future performance in this area. Public and private organizations are working to achieve their objectives by adopting TQM practices like strategic leadership, research and development, employee training, continuous improvement, and technology integration in the system to improve their operational performance in the context of global competition, changing consumer demands, and the influence of technology. (Kiprotich et al. 2018).

Ethiopians are unfamiliar with TQM, and there is a lack of understanding in this area. However, several businesses have just lately introduced a TQM system into their business (for example Ethio telecom, in Bank). (Mekonen, 2010) attempts to evaluate the TQM practice in Ethiopian telecommunications, and the outcome reveals that the challenges in quality management practice are a capital constraint, a lack of public awareness, and the abundance of branches available in various parts of the nation with a large number of employees, among other factors. (Tilahun 2019) asserted that there is no distinct project quality management approach used by private banks.

For Ethiopia's Growth and Transformation Plan (GTP) economic contribution, the metal industries are still in their infancy. However, the majority of Ethiopia's metal manufacturing sectors use poor quality management systems. (D. Birhanu, 2009; Dametew et al., 2016; Georgise et al., 2014) demonstrate how the lowest level of industrialization, poor performance, low production capacity, low innovation, low product quality, and limited export capacity are all attributes of Ethiopia's metal industry. Because of this, Ethiopian metal industries still contribute little to the GDP and have not yet gained their fair share of the markets. According to the researcher's knowledge, no study has been conducted to ascertain the TQM practices in AMIMTDE. As a result, this study aimed to close this gap by identifying the whole quality management procedures in AMIMTDE. As a result, the study's primary goal is to evaluate the TQM practice in AMIMTDE. Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE) are working on achieving maximum quality both in the services and products offered. As a result, AMIMTDE has opted for the adoption of total quality management. Despite the widespread use of total quality management still, the AMIMTDE has not achieved the expected performance. Therefore, this

study aimed at investigating the influence of total quality management practices on the performance of AMIMTDE.

1.3. Objectives of the Stud

1.3.1. General objective

The study's objective focused on investigating the effect of TQM on the performance of AMIMTDE.

1.3.2. Specific Objectives

The specific objectives included;

- i. To investigate the effect of employee contribution on performance in AMIMTDE.
- ii. To explore the effect of top management commitment on the performance of AMIMTDE.
- iii. To ascertain the effect of continuous improvement on the performance in AMIMTDE.
- iv. To investigate the effect of customer focus on the performance of AMIMTDE

1.4. Research Questions

The research aims at answering the following questions

- i. What is the effect of employee involvement on the performance of quality management in AMIMTDE?
- ii. To what extent does top management commitment influence the performance of AMIMTDE?
- iii. What is the effect of customer focus on the performance of quality management in AMIMTDE?
- iv. What is the effect of customer focus on the performance of AMIMTDE?

1.5. Significance of the Study

The goal of the study is to determine whether there is a connection between TQM and AMIMTDE. The study's findings will be significant to AMIMTDE because they aim to shed light on the value of adopting TQM. The research should, theoretically, help supply important information to the various quality practices adopted by firms. Future academics researching a related subject can use

the study as a guide. The results of this study will enlighten other Ethiopian institutions about the advantages of implementing a complete quality management system and how to make it easier to do so with appropriate, effective laws and regulations. Scholars who would study the same subject would benefit from the study. It would make it easier for them to find research gaps in the existing body of knowledge and fill them.

1.6.Scope of the Study

This study was carried out in the Amhara metal industry and machine technology development enterprise. The study focused on the influence of employee involvement, top management support, continuous improvement, and customer focus on performance. A descriptive survey research design was used. The unit of analysis for this study was the Amhara metal industry and machine technology development enterprise. Data was collected using questionnaires.

1.7. Limitations of the Study

Respondents could fear being victimized by disclosing relevant information for the study. However, the researcher overcame this by assuring the respondents of strict confidentiality of any information disclosed. Also, the study was conducted using predetermined questionnaires Which could limit the respondents from expressing their views freely and widely. To overcome this, the researcher designed questionnaires with both open and closed-ended questions. The study was also limited to covering the whole population due to the size of the study population. Therefore, a sampling design was done to ensure that all the cases are represented.

1.8. Organization of the Thesis

The remaining parts of the thesis are organized as follows. Chapter two presents the review of the related theoretical and empirical literature. Chapter three outlines the methodology followed whereas chapter four deals with results and discussion of the study. Finally, chapter five stated the conclusion and recommendations of the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

2.2. Theoretical Review

The theoretical literature review, empirical review, knowledge gaps, a summary of the literature studied, research gaps, and a conceptual framework are all included in this chapter.

2.2.1. Quality Management Theory

The Quality Management Theory (QMT) was developed by (Deming, 1986). The hypothesis asserts that one characteristic of the quality management ideology is that it places top management fully in charge of manufacturing enterprises (Deming, 1986). According to Deming, 1986 no quality management system could be successful without the support of the top management; management is responsible for investing in the procedures, establishing the corporate culture, choosing suppliers, and cultivating long-lasting relationships. Businesses can use Deming's Quality Improvement Theory as a guide to developing efficient managerial strategies that will reduce concerns about poor quality control.

The Quality Management Theory's theoretical underpinnings concentrated on quality issues in the development of an organizational system that encourages collaboration and learning for facilitating the adoption of process management methods, which, in turn, results in performance (Anderson et al., 2014). (Oakland, 2015) emphasized that top management should take the initiative in modifying processes and systems. Because the senior management must develop and express the vision to propel the company toward performance improvement, leadership is essential to the success of quality management.

Deming's Quality Management Theory is pertinent to study since quality management practices are a quality management system that can be utilized by businesses to achieve performance and to improve the quality of their products and services over time.

TQM is described as a comprehensive strategy that calls for customer orientation, people with power, process awareness, a high-quality system, and continual improvement (Deming, 1986). Commercial banks are becoming more aware of the strategic value of quality and quality management, as well as how efficient quality management can boost their competitiveness and give them a strategic edge. In the study, the process management variable is informed by the theory.

2.2.2. Structural Contingency Theory

SCT, or Structural Contingency Theory, was created by (Donaldson, 2016). The fundamental tenet of structural contingency theory is that to maintain and enhance performance, organizations must adapt their organizational structures to the contingency elements. According to structural contingency theory, no organization can have a single, efficient structure. Organizations must instead modify their structures to meet the environment and contingency variables as they impact the organization. Strategy, job scale, task unpredictability, parent organization, public responsibility, crucial assets, and technology are all contingency variables. Structural Contingency Theory (SCT) was developed by (Donaldson, 2016). The fundamental tenet of structural contingency theory is that to maintain and enhance performance, organizations must adapt their organizational structures to the contingency elements. According to structural contingency theory, no organization can have a single, efficient structure. Organizations must instead modify their structures to meet the environment and contingency variables as they impact the organization. Strategy, job scale, task unpredictability, parent organization, public responsibility, crucial assets, and technology are all contingency variables.

Because it provides a significant foundation for commercial bank architecture, this theory is pertinent to the study. It asserts that where the structure suits the circumstances, the most successful organizational structural design exists (Donaldson, 2016). To minimize performance loss from a misfit, commercial banks must adopt a new structure that meets their new level of contingency. This is where strategic choice comes into play. The idea demonstrates that the social and environmental context of a commercial bank is dynamic. Lower performance results from any mismatch between the structure and the contingency factors. The transition from misfit to fit is an adaptive transformation, and this is what structural contingency theory is all about.

2.2.3 Customer Relationship Management Theory

The customer relationship management theory served as the study's direction. (Laatuyhdistys, 1995). The crucial component of the theory of managing customer relationships, as Laatuyhdistys pointed out, is concentrating on assessing how a business would handle client interactions so effectively that customer relations will improve. It is also important to assess how the firm would get information on consumer needs to recognize future expectations from its clients and so keep them.

In speculating on the theory's applicability to enhancing customer-focused business practices (Prahalad, C. , Ramaswamy, 2004), implied correctly that consumers feel like they should be treated as partners rather than merely as consumers of a brand. Therefore, the principle behind it is to first identify the needs of the clients before matching those needs to products or services. The product that the company then sells needs to have some degree of "evolvability" so that it may always be enhanced in the future by the needs, preferences, and usage patterns of the client. Organizations work to continuously improve by the national standards for continuous improvement, with a primary goal of keeping the needs of their consumers at the center of their efforts (Mann & Kehoe, 1994) . Additionally, the author notes that some organizations have taken things a step further by including these ideas in their plans. Three guiding principles serve as their guide: changing the way customer service is provided by making services more easily accessible through service centers and technological platforms; utilizing technology to improve service delivery and encourage compliance; and changing staff attitudes so that they shift from an emphasis on enforcement to one on fostering taxpayer trust through efficient facilitation.

2.2.4. TQM Implementation

TQM emphasizes continual quality and productivity improvement, which may be achieved by tracking progress and making further advancements. TQM differs from other initiatives to increase productivity through the application of quantitative techniques and employee involvement through continuous improvement. The 21st century has seen global interest in TQM. It was primarily embraced by several Japanese businesses in the decades right after World War II, with roots in both the USA and Japan. Around the world, businesses discovered that to remain competitive, they needed to have high-quality management procedures as a result of the greater success of Japanese

businesses in the 1980s (Yusuff, 2004). Total quality management is an improvement above conventional business practices. It is a tried-and-true method for ensuring survival amid fierce competition. Total quality management (TQM) is a management strategy that places a focus on quality, relies on everyone in the business to contribute, and seeks long-term success. Customer satisfaction and advantages for all group members within the company and society help to achieve this. In other words, TQM is a management philosophy that enables an organization to efficiently and effectively meet stakeholders' requirements and expectations without compromising ethical principles (Yusuff, 2004). The globe has adopted TQM to a great extent. Numerous businesses have come to the conclusion that TQM deployment done right can increase their ability to compete and give them competitive advantages. Numerous studies have demonstrated that implementing TQM procedures can help businesses compete on a global scale. The globe has adopted TQM to a great extent. Numerous businesses have come to the conclusion that TQM deployment done right can increase their ability to compete and give them competitive advantages. Numerous studies have demonstrated that implementing TQM procedures can help businesses compete on a global scale (Mahanti & Antony, 2005). Additionally, according to some researchers, only 20–30% of the companies that have implemented TQM have shown increases in quality, productivity, and competitiveness (Yusuff, 2004)

Improved quality, employee involvement, cooperation, working relationships, customer and employee happiness, productivity, communication, profitability, and market share are all advantages of TQM, according to a survey of manufacturing companies in Georgia. (Islam & Karim, 2011).

According to a study by Fening (2022), the introduction of TQM results in a 90% improvement rate in staff relations, operating procedures, customer satisfaction, and financial performance. However, (Islam & Karim, 2011) said that 95% of TQM implementation efforts fail to get off the ground; according to (Coronado & Antony, 2002), the deployment of TQM may have unpredictable or even unfavorable implications on performance (Coronado & Antony, 2002) said that getting top-level management support is crucial to achieving high product quality and pursuing effective TQM implementation. However, (Khaled Al Falah, 2003) claimed that there is no connection between the amount of product quality attained and top management support for quality. Thus, conflicting research findings have been reported surrounding the effects of TQM

implementation on overall business performance. The commitment to Total Quality Management (TQM) originates at the chief executive level in a business and is promoted in all human activities. The accomplishment of quality is thus achieved by personal involvement and accountability, devoted to a continuous improvement process, with measurable levels of performance by all concerned. It involves every department, function, and process in a business and the active commitment of all employees to meeting customer needs. In this regard, the customers of each employee are separately and individually identified (Fening, 2022). With total quality management, the entire company collaborates to ensure and continuously enhance product quality. The goal is to produce a flawless product with no flaws (Fening, 2022). Numerous studies were discovered after researching the TQM literature. These studies looked at how the TQM elements were used, how well they worked, and how they related to one another. The following TQM elements have been identified in recent studies: leadership, strategic quality planning, personnel management, supplier management, customer focus, process management, continuous improvement, data and analysis, and knowledge and education (Kaushik & Khanduja, 2009; Kumar et al., 2006).

2.2.5. TQM Implementation Success Factors

The majority of businesses strive to meet the demands and expectations of their clients. Only through increasing customer happiness, higher product quality, and ongoing advancement toward world-class businesses can this be accomplished. These difficulties forced businesses all over the world to modify their outdated traditional quality systems and introduce new quality procedures to provide high-quality products and services. The businesses that can compete in the age of globalization are those that can deliver quality. Quality improvement has grown to be a powerful force on a global scale.

Although there are many ways to enhance and maintain quality, TQM may be stated to be a key factor in determining the performance of manufacturing firms. The use of total quality management has become a standard practice and a favored method for enhancing quality in the majority of highly industrialized nations in the world, including the United States, Japan, and the European Union. The few areas where results, if they are satisfactory, would assure successful competitive performance for the organization are referred to as vital success factors. These areas are crucial important areas where "everything must go right for the business to flourish." The

organization's efforts for the period won't be as focused if these results aren't satisfactory (Eid, 2009).

A company's performance won't meet expectations if the results in these areas aren't satisfactory. There is no one-size-fits-all technique for researching crucial success variables. A priority list of critical success factors based on literature sources, interviews, an analysis of related organizational activities, mailed questionnaires, a combination of interviews, and subsequent questionnaires were just a few of the critical success factor methods that academics and researchers used (Eid, 2009). According to (Ahmed & Hassan, 2003) research, it takes a long time and a lot of complexity for businesses to apply TQM methods in Western European nations like France, Italy, England, and Norway.

According to the report, there is even less TQM application in telecommunications institutions. (Ahmed & Hassan, 2003), claims that the following issues were encountered during the TQM implementation: The process of achieving total quality is not well understood by the industries; institutions lack a clear vision, mission, and concrete quality policy; the leaders of the institutions do not understand the modern concept of quality and their responsibility to it; firms have poor observation, care, and control of the quality of industrial practice; there is a lack of time and resources, and most businesses prefer short-term goals to long-term ones. Another study discovered significant issues with the TQM programs' implementation in various Saudi public sector organizations. The restricted implementation is the most obvious issue. The shift in leadership across all organizations, which has an impact on their commitment to implementing TQM programs, is the other major issue.

The majority of organizations' lack of understanding of TQM and its implementation aim appears to be a contributing factor to these issues. Furthermore, the TQM training does not appear to be effective; it is primarily conducted internally, where no experience is available. In addition, the complexity of the TQM training programmers and the absence of post-training consultations were factors that hampered these organizations' efforts in their TQM implementation.

2.4. Empirical review

(Ikon M.A, 2018) looked at the performance and staff engagement at a few private universities in Nigeria's Delta State. For the study, a survey research design was used. The questionnaire was

used by the researchers to collect data, and the Pearson product-moment correlation coefficient analysis was used to analyze the data. The results showed a substantial correlation between employee voice and employees' intention to leave their jobs at the chosen private colleges in Delta State.

In a study, Rureri, W., Namusonge, G. S., & Mwirigi, 2017 evaluated how top management support practices affected the performance of Kenyan steel manufacturing companies. To collect both qualitative and quantitative data, the study employed a descriptive survey research methodology that made use of structured questions. The target market consisted of the 46 listed Kenyan Steel Manufacturing Companies. The study found that the performance of Kenyan steel manufacturing enterprises was significantly and statistically influenced by top management support methods.

(King'oo, 2017) looked into how the Kenyan government of Nairobi City County's delivery of high-quality services. A descriptive research design was employed in the study. Primary data was gathered by the researcher utilizing a self-administered questionnaire. The respondents were chosen using a stratified sample technique from the various sectors. Descriptive statistics were used to analyze the quantitative data that was gathered. The results of the study showed that a hierarchical organizational structure enhances performance and efficiency while preserving law and order inside an organization.

(AW et al., 2017) researched to create an integrated continuous improvement model to boost the basic metal industries' competitiveness on a worldwide scale. The survey study was carried out by on-site observations, and an analysis of the literature from books, periodicals, manuals, company reports, research articles, and electronic sources. Kaliti Metal Products Factory also did a case study there. Descriptive analysis and SPCT are used to analyze the survey data (fishbone diagram). The worldwide competitiveness of the Ethiopian economy was evaluated at the literature level, and the implementation trends for continuous improvement strategies for the global competitiveness of basic metal industries were examined. Obstacles and factors influencing the supply chain include inadequate workforce, raw material issues, energy fluctuations, production processes, and financial and logistical issues. (Tilahun, 2019) investigate project quality management practices in private banks in Ethiopia, identify any potential gaps, and make suggestions for filling such gaps, Peter performed a study. Thematic analysis is used to examine

the raw data and produce a coherent conclusion. The empirical data were acquired using qualitative research techniques. The study's findings show that such private banks lack a distinct project quality management process that encompasses quality control, management, and plan management. Through the integration of it with other tasks, they carry it out implicitly. The report also identifies numerous flaws in their project quality management process, including a lack of dedication, knowledge, and expertise among various stakeholders as well as poor intergroup communication.

A study by (OTIENO, 2016) between examined the connection Kenyan commercial banks' efficiency and their use of continuous improvement techniques. To gather qualitative data, the study used a descriptive survey research design that was exploratory. The branch managers of 39 commercial banks made up the target population. The results showed a correlation between continuous improvement strategies and organizational effectiveness.

(Maletic, 2006) looked at the connection between maintenance effectiveness and continual improvement. To answer the research question, the empirical data for this study were collected from a survey of Slovenian organizations. To achieve the study's goal, several statistical techniques are used, including correlation analysis, regression analysis, and principal component analysis (PCA). The results imply that maintenance performance is significantly and favorably related to continual improvement.

A study by (OTIENO, 2016) the connection between Kenyan commercial banks' efficiency and their use of continuous improvement techniques. To gather qualitative data, the study used a descriptive survey research design that was exploratory. The branch managers of 39 commercial banks made up the target population. The results showed a correlation between organizational efficiency and the continuous improvement strategies that were taken into consideration.

A study by (Chin & Choi, 2003) of Chinese businesses examined the value of customer focus for organizational effectiveness. The target companies were chosen at random using the stratified probability proportional to sizes (PPS) approach from 29 Chinese provinces. Data analysis was done using assessed structure equation modeling. It has been discovered that organizational customer orientation influences customer relationship practices, which in turn affect product performance and client happiness.

(Yaacob, 2014) study, the performance of public companies was evaluated for both direct and indirect benefits of customer focus. Data were gathered from 205 managers working in the public sector, all of whom had a direct hand in the customer-focus process. Customer focus is a key predictor of staff satisfaction, creativity, and customer satisfaction, according to the study's findings. The structural model that was created also suggested that there is a connection between a customer-focused strategy and customer satisfaction, as measured by employee satisfaction.

2.5 Research Framework

Independent Variables

Employee Involvement

- Decision making
- Positive relationship
- Creativity

Top Management Commitment

- Planning
- Direction

Dependent Variable

Sources: (Waduu, 2020)

Figure 1: A research framework

Shows the relationship between independent variables and dependent variables whereby the independent variables include employee involvement, top management support, continuous improvement, and customer focus and the dependent variable is organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter comprises of research design, target population, sampling design, and sample size, Data collection instruments, pilot study, data collection procedure, data analysis, and ethical considerations.

3.1. Research Design

A descriptive research design was adopted in this study. According to (Marvasti, 2018) fact-finding inquiries of various kinds and surveys are included in descriptive research. The primary goal of descriptive research is to describe the current situation as it stands. As a result, without changing any of the responses, the researcher used the design to gather and display the data from the respondents' points of view.

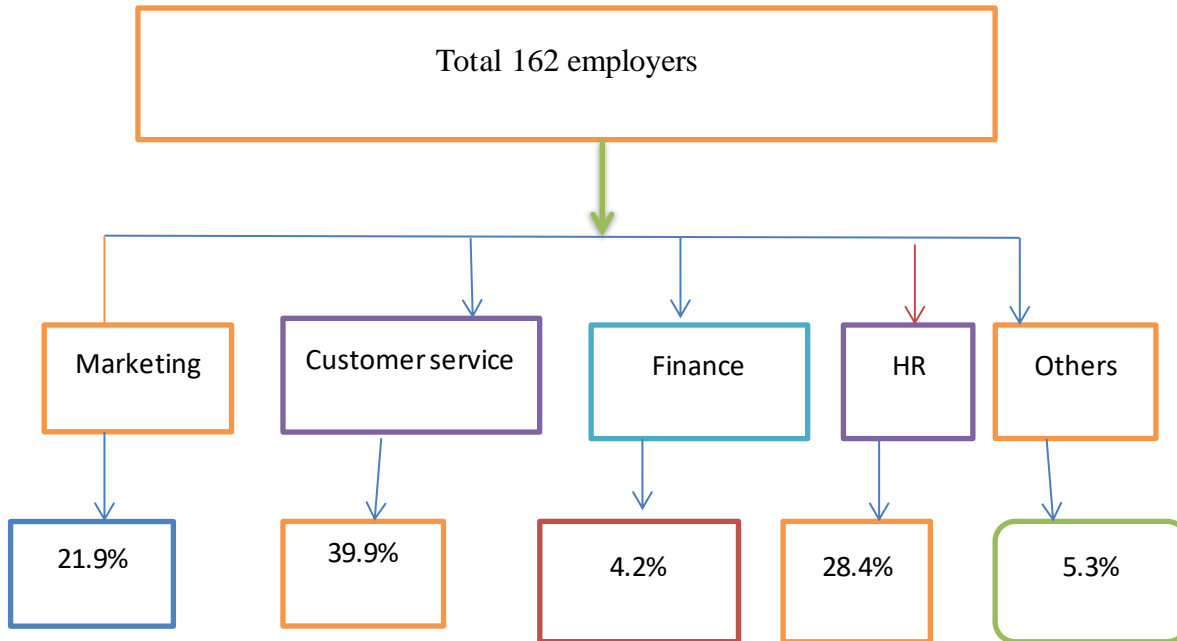
3.2. Target Population

539 employees of the AMIMTDE made up the study's target population. The 539 employees who make up the AMIMTDE served as the unit of analysis. Given that they are the primary actors in the implementation and improvement of TQM procedures, the population is effectively valued. The characteristics of the population are as follows:

3.3. Sampling Design and Sample Size

The design explains the sampling component, frames a procedure, and the sampling size for the investigation. According to (Mugenda & Mugenda, 2003), a sample of 30 percent makes for a decent target group, thus the study used stratified random samples to create a sample population of 162, which reflects the 30 percent:

Stratified random sampling (also known as proportional random sampling and quota random sampling) is a probability sampling technique in which the total population is divided into homogenous groups (strata) to complete the sampling process in our case



3.4. Data Collection Instrument

The study utilized primary data. The data was gathered from participants by the use of both closed and open-ended questionnaires. In maintaining the respondents' trust, they would be informed of the privacy of their data as their responses were confidential and specially meant for the research. The use of a questionnaire is much crucial as helps in getting information on the population and it can gather data from a large group of people with the ability to read and write independently (Orodho, 2004).

3.5. Pilot Study

The pilot study involved 10 respondents who were picked randomly from AMIMTDE and were involved in the final study. The main reason for conducting the pilot study was to test how valid and reliable the data collection instrument was.

3.5.1. Validity

The researcher employed construct validity which relates the measuring instrument to the general theoretical framework to determine whether the instrument is tied to the concepts and the theoretical assumptions. Face validity was ensured through assessment of whether the measurement procedure you use in a study appears to be a valid measure of a given variable or construct. The validity of the instruments was ensured through content validity by ensuring that

the research instruments are clear and expressed in simple language. The researcher also used clear wording of the questions by using terms that are likely to be familiar to and understood by the respondents.

3.5.2. Reliability

Reliability was assessed with the use of Cronbach's alpha coefficient. The coefficient was used to estimate the proportion of variance that is systematic or consistent in a set of test scores. The analysis was conducted for all statements structured on a Likert point scale using the Cronbach alpha score test. This method was preferred over the split-half technique because it is easier to calculate.

The alpha value ranges between 0 and 1 with reliability increasing with the increase in value.

Cronbach's alpha of at least 0.7 is a commonly recommended threshold of a research instrument for good reliability. The author also notes that a correlation coefficient of about 0.7 is high enough to judge the instruments as reliable for the study. The use of a questionnaire is much crucial as helps in getting information on the population and it can gather data from a large group of people with the ability to read and write independently (Orodho, 2004).

3.6. Data Analysis

The collected data is to be analyzed as per the study objectives with the focus of ensuring that an Effective code is attained for the correct variable tabulated. Both descriptive, correlation and was Used as well as the inclusion of SPSS and regression statistics. Multiple regression statistics were utilized in developing the relationship between TQM practices and performance in AMIMTD. Based on the regression model as reflected below.

$$Y = \beta_0 + \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + e$$

Where;

Y= Organizational Performance

X1= Employee involvement

X2= Top Management Commitment

X3= Continual improvement

X4= Customer Focus

$\beta_0 \beta_1 \beta_2 \beta_3 \beta_4$ is the coefficient of the variables.

e is the error term

3.7. VARIABLES OF THE STUDY AND ITS MEASUREMENTS

Organizational Performance: Organizational performance is the ability of an organization to reach its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change. Dyer and Reeves (1995), proposed four possible types of measurement for organizational performance in small and medium-sized manufacturing firms: 1) Human resource outcomes (job satisfaction, absenteeism, turnover), 2) Organizational outcomes (quality, productivity, service), 3) Financial accounting outcomes (return on).

Employee involvement: Employee involvement refers to work structures and processes that allow employees to systematically give their input into decisions that affect their work. Some examples of employee involvement include Continuous Improvement teams. The formal quality of work-life programs. Within his work, Kahn identified three principal dimensions of employee engagement - physical, cognitive, and emotional. These are defined as follows: Physical engagement - This relates to the extent to which employees expend their efforts, both physical and mental, as they go about their jobs

Top Management Commitment: Participation of the highest-level officials in their organization's quality improvement efforts. Management's commitment to quality is very important because they provide the resources for the implementation and maintenance of the management system which contains all the processes related to quality.

Continual improvement: Continuous improvement, sometimes called continual improvement, is the ongoing improvement of products, services, or processes through incremental and breakthrough improvements. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once. Three Ways to Measure Success of a Continuous Improvement. First, you should measure success based on the financial results. ...

A second way to measure success is by using an assessment tool. A third way to measure success is to understand how you are viewed by your stakeholders.

Customer Focus: Customer-focused performance is a business approach to measuring performance in terms of customer retention, customer satisfaction, service response time, etc. Under this approach, all processes in your business are tailored to meet customer requirements and satisfy their expectations. According to Andrew Gibson, there are three main levels of customer service. They are the expected level, the desired level, and the unanticipated level

CHAPTER FOUR

4. RESEARCH FINDINGS AND DISCUSSIONS

4.1. Introduction

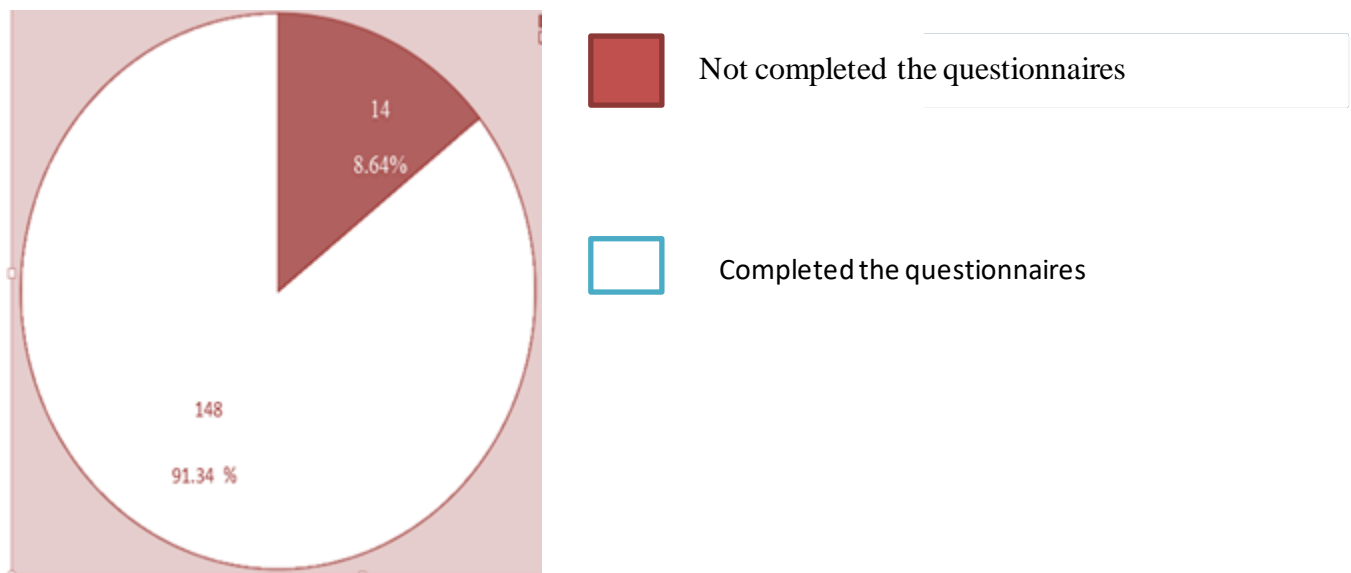
The goal of the study was to ascertain how total quality management techniques affected AMIMTD performance. Contribution from employees, dedication from senior management, continuous improvement, and customer focus are the four key TQM techniques that are emphasized.

The 539 AMIMTD personnel were the intended audience. For data gathering, a sample of 162 respondents was chosen. The results were as shown in the following sections;

4.2. Response Rate

Out of the sampled population of 162 AMIMTDE administered with the questionnaires, 148 of them sufficiently completed the questionnaires and returned them for data analysis. This gave a response rate of 91.34% which is deemed sufficient for the study. The findings were as shown in Figure 2.

Figure 2: Response Rate



The results demonstrate that the response rate was enough for the present investigation. (Denis & Kilonzo, 2014) who said that a response rate of 70% and above is judged statistically sufficient for a study, backed this viewpoint.

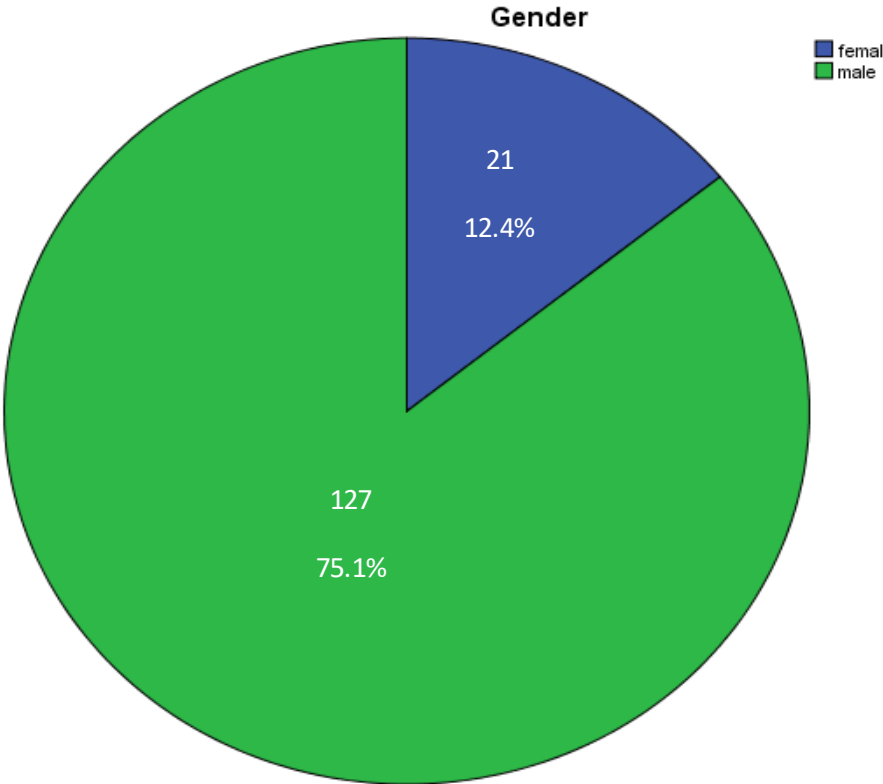
4.3. Demographic Background

The study assessed the demographic characteristics of the respondents. The findings are presented in the following sections.

4.3.1. Sex of the Respondent

The study assessed the gender distribution of the employees of AMIMTDE. The findings were as presented below;

Figure 3: Sex of Respondents



Source: Own survey result, 2022

According to the survey, 12.4% of respondents were female, while 75.1% of respondents were men. This suggests that men made up the majority of AMIMTDE's workforce. This demonstrates that both sexes were represented in the study.

4.3.2. Education Level

Further, the study sought to establish the highest education level among the respondents who were the AMIMTDE. The findings were as tabulated below;

Table 1: Respondents' Education Level

Education level	Frequency	Percentage
Blow Diploma	8	4.7
Diploma	8	4.7
undergraduate degree	126	87
Post-graduate	6	3.6
Total	148	100

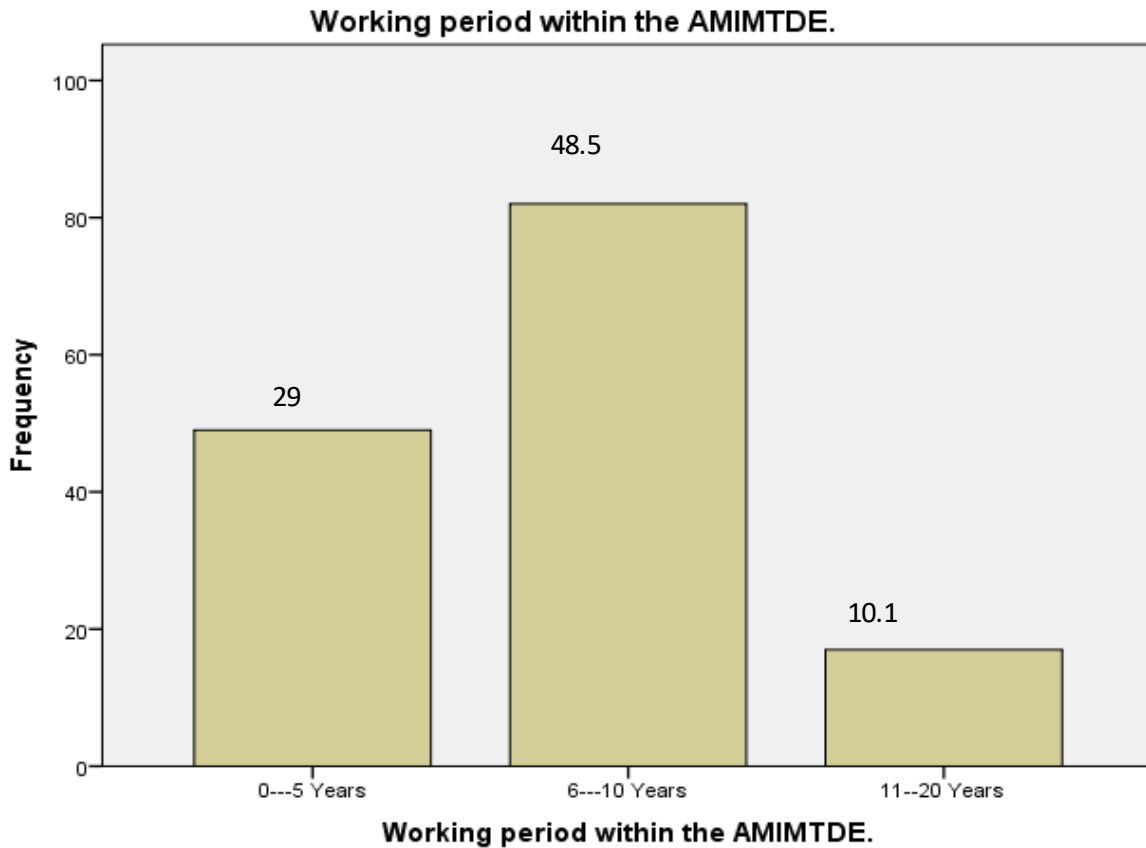
Source: Own survey result, 2022

The study well-known that 4.7% of the AMIMTDE employees had blown Diploma and the highest education qualification, 4.7% had Diplomas, 91% had undergraduate degrees and 3.6% had a postgraduate qualification as the highest academic achievement. This indicates that most of the AMIMTDE employees were university graduates with bachelor's degrees. This implies that the respondents had the necessary educational qualifications to perform their duties at the institutions and also were able to respond to the data collection instruments with ease.

4.3.3. Period Worked in the AMIMTDE

The study further required to establish the number of years the respondents had worked with AMIMTDE. The findings were as presented below;

Figure 4: Period worked at the AMIMTDE.



Source: Own survey result, 2022

As shown in figure 4 recognized that 29% of the respondents had worked between 0 and 5 years, 48.5% had worked between 6 and 10 years, and 10.1% between 11 and 20 years. This indicates that most of the respondents had worked for between 6 and 10 years. This shows that the respondents had worked for a significant period with the AMIMTD and understood their operations, quality management, and performance hence responded from an informed perspective.

4.3.4. Department of Operation

The study analyzed the departments to which the respondents belonged to in their respective AMIMTDE.

Respondents' Department

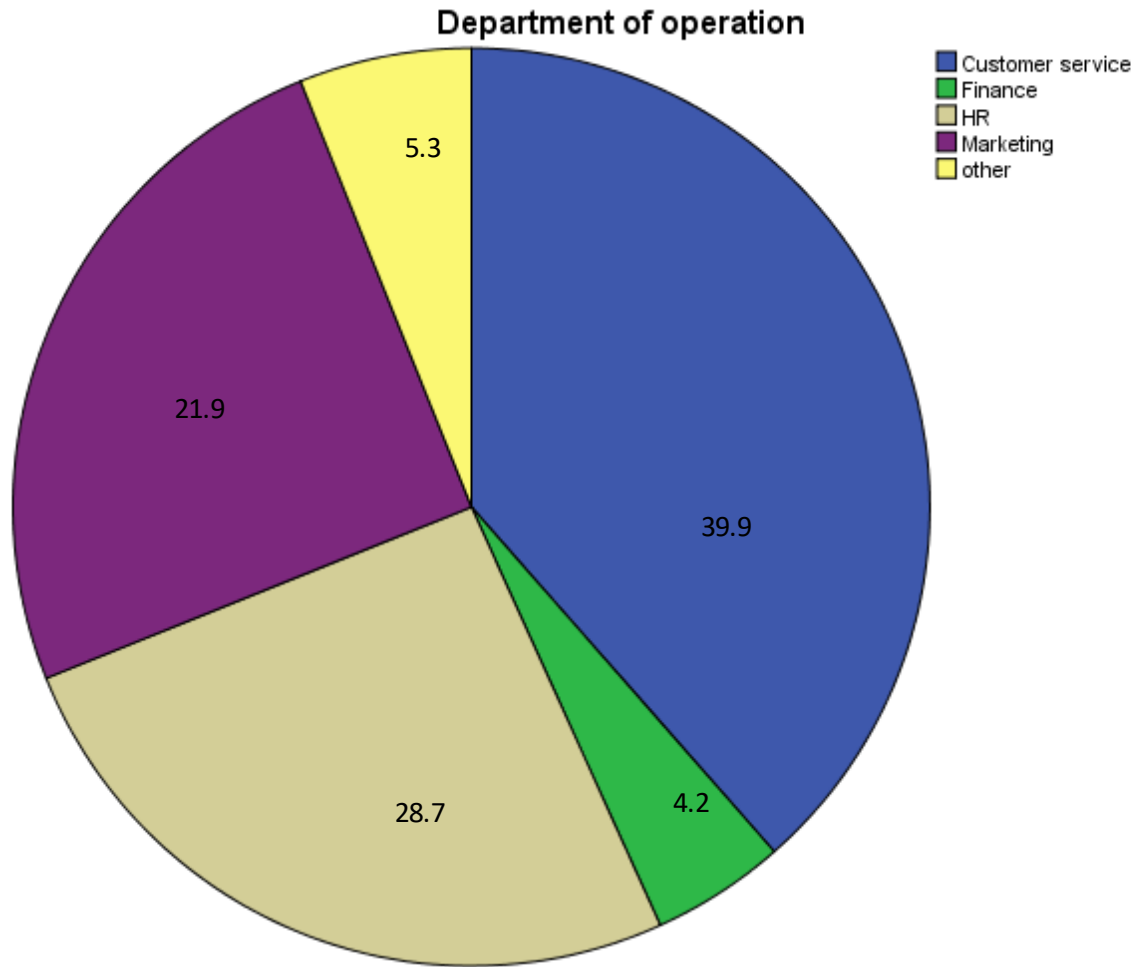


Figure 5: Departments to which the respondents belonged to

Source: Field data, 2019

It was established that 39.9% of the respondents were from the customer service department, 4.2% belonged to the finance department, 28.7% of the respondents were from the Human Resource department, 21.9% of them were members of the sales and marketing department, 5.3 % were counted others such as the strategy and administration department, etc. This indicates that there was a fair distribution of respondents among the main departments of the AMIMTDE.

4.3.5. TQM Practices

The study also aimed to identify some of the major TQM procedures used by the AMIMTDE. The majority of the practices, according to the respondents, are established at the headquarters and carried out by each branch. Top management support, customer service, staff engagement, technology utilization, resource management, environmental management, operational efficiency, and customer focus were the primary TQM techniques adopted.

4.4. Descriptive Analysis

Data on the application of the four TQM practices chosen by the AMIMTDE were examined in the study. The following examples show how the results were presented in terms of means and standard deviation.

4.4.1. Customer Focus

The study respondents were asked to indicate the extent to which they agreed with the following statements on customer focus as a TQM practice and how they affected the performance of the AMIMTD on a scale of 1-5 where 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree. The findings were as tabulated below;

Table 2: Customer Focus

Statements	Mean	Std. Dev
The industry has the ability to fulfilling the client's needs	3.5	4
The institution attains to customer's requirements	3	1.2
The industry has adopted a regular improvements to meet the client's needs	4	3.36
The institution has managed to retain and attract clients regularly	4	0.89

Source: Own survey result, 2022

The study respondents significantly agreed that the institution can fulfill the clients'

needs, the AMIMTDE always strives to attain customers’ requirements, the firms have adopted a regular improvement to meet the client's needs and also that the firms have managed to retain and attract clients regularly as indicated by a mean of 3.5, 3.02, 3.7, and 3.44. This indicates that the study to a significant extent embraced customer focus with enhanced customer service, meeting client needs, and requirements and also retaining existing clients, and attracting new clients regularly. These findings agree with the (PourKiani, M., & Tanabandeh, 2016) study that revealed that there is a positive and significant association between customer focus and organizational performance. A study (Cai, 2009) evaluated the importance of customer focus for organizational performance and found that organizational customer orientation affects customer relationship practices, which subsequently influence production performance and customer satisfaction.

4.4.2. Top Management Commitment

The second objective of the study was to establish the effect of top management commitment on the performance of AMIMTDE. The study established that the top management was significantly committed to the principles laid out by the ISO QMS standard as indicated by 67% of the respondents. The respondents were further asked to indicate the extent to which the following statements on top management commitment were practiced by AMIMTDE on a five-point liker scale where on a scale of 1-5 where 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly dis agrees tabulated below;

Table 3: Top Management Commitment

Top Management Commitment	Mean	Std. Dev
The institution contains well-documented quality systems	3.47	0.8
The management level is felt across the department level	3.6	0.72
The institution contains set missions, objectives, and goals as well as beliefs	3.4	0.86

The institution has established key strategies for attaining its goals and objectives	3.2	0.9
The institution provides a conducive working environment	3.4	0.85

Source: Own survey result, 2022

The institutions' management provides appropriate allocation of resources for successful execution. On top management commitment, the respondents significantly agreed that the AMIMTDE contain well-documented quality systems, the QMS is each staff in the institutions, the management commitment is felt across the department levels, the AMIMTDE institutions contain set missions, objectives and goals as well as beliefs, the AMIMTDE have established key strategies towards attaining their goals and objectives, the institutions provide a conducive working environment and that the institutions' management provide an appropriate allocation of resources for successful execution as indicated by a mean of 3.47, 3.63, 3.41, 3.28, and 3.47 respectively. The study established that the management of the AMIMTDE was significantly committed to ensuring quality service delivery by emphasizing documentation of quality systems, instilling a culture of quality among staff, setting clear missions, objectives, goals, beliefs, and strategies to drive the quality agenda to the customers and other stakeholders.

These findings concur with a study by (Rureri, W., Namusonge, G. S., & Mwirigi, 2017) that assessed the role of top management support practice on the performance of Steel Manufacturing Companies in Ethiopia and revealed that top management support practice statistically significantly predicted. Hierarchical organizational structure leads to improved quality of service delivery, improved performance, and efficiency, and maintains law and order in an organization. The respondents suggested that the top management commitment of the AMIMTDE institutions can be improved by embracing consultation with employees on decision-making, involving stakeholders in setting the firm agenda and mission, interacting freely with staff, and embracing the free flow of information both vertical and horizontal. This will enhance organizational performance since the output of each stakeholder in the institution will be delivered on his or her mandate. This is inconsistent with (PourKiani, M., & Tanabandeh, 2016) study that indicated that there is a positive relationship between management commitment to service quality and organizational performance improvement.

4.4.3. Continuous Improvement

The respondents were asked to rate the extent to which the following statements on continuous improvement as a total quality management practice was employed in their organizations on a scale of 1-5 where 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly Disagree. The findings were as presented in Table 4.5 below;

Table 4: Continuous Improvement

Statements	Mean	Std. Dev
The industry is committed to reviewing its process and procedures to enhance service delivery.	3.2	0.95
There is continuous learning among employees to enhance service delivery.	4.28	17.98
There is monitoring and evaluation of organizational processes and Procedures to improve service delivery.	3.00	0.96

Source: Own survey result, 2022

The study respondents to a large extent agreed that the AMIMTDE is committed to reviewing its process and procedures to enhance service delivery, there is continuous learning among Employees to enhance service delivery and there is monitoring and evaluation of Organizational processes and procedures to improve service delivery as indicated by a mean of 3.2, 4.28, and 3.00. This indicates that the institutions have embraced continuous process improvement through regular review and enhancement of processes and procedures to improve service delivery, learning and monitoring, and evaluation. Further, the respondents agreed that regular enhancement of systems and procedures positively affects the institutions' operations. This indicates a positive relationship between continuous improvement and firm Performance. These findings concur with (Kaushik & Khanduja, 2009; Kumar et al., 2006) who carried out an empirical study on the impact of continuous improvement on organizational performance insight from Pakistan and the result shows that by bringing innovation to the workplace increasing efficiency and reduce the defect rate will lead the company to improve the quality of the product. (Maletič et al., 2012) the study examined the relationship between continuous improvement and maintenance performance and the findings

suggest that continuous improvement significantly and positively relates to maintenance performance.

4.4.4. Employee Involvement

Employee involvement in decision-making, process improvement, and service delivery is key in implementing any quality management policy in an organization. The respondents were therefore asked to rate the extent to which the following aspects of employee involvement were applied in AMIMTD on a scale of 1-5 where 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree. The table below presents the findings.

Table 5: Employee Involvement

Statements	Mean	Std. Dev
The organization involves staff in key decisions	3.54	0.85
The organization enhances staff career development	2.95	0.97
The organization supports staff through rewards	3.16	1.01
The organization encourages perusal staff empowerment and involvement in decision-making processes	3.45	0.8

Source: Own survey result, 2022

The study further established that the firms significantly involved staff in key decisions, The organization enhances staff career development, The organization supports staff through rewards and The organization encourages perusal staff empowerment and involvement in decision-making processes as indicated by a mean of 3.54, 2.95,3.16,and3.45 respectively. This indicates that to a significant extent the AMIMTDE embraced employee involvement through decision-making, career development, rewards, and staff empowerment. Further 71% of the respondents agreed that the institutions’ role of employee empowerment promoted the firm. These findings agree with the findings of (Khattak et al., 2013) study that examined the relationship between employee involvement and organizational performance in Milieu of Pakistan and found that empowerment, team orientation, and capacity development have a strong and positive relationship with organizational performance. (Sofijanova & Zabijakin-Chatleska, 2013) the study found that the

effective use of employee involvement is positively related to perceived organizational performance.

The study established that the AMIMTDE have improved the capacity of their customer care staff, invested in modern technology and customer care contacts, diverse channels for handling client complaints, concerns, and needs, working on the feedback from the customers, and enhancing AMIMTDE experience through establishment of advantage AMIMTDE. Participation in decision-making had a significant positive impact on organizational performance.

4.4.5. Organizational performance

The dependent variable of the study was the organizational performance of the AMIMTDE. The respondents were asked to rate the following indicators of performance as they were in their firms on a scale of 1-5 where 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=strongly disagree as tabulated below;

Table 6: Organizational Performance

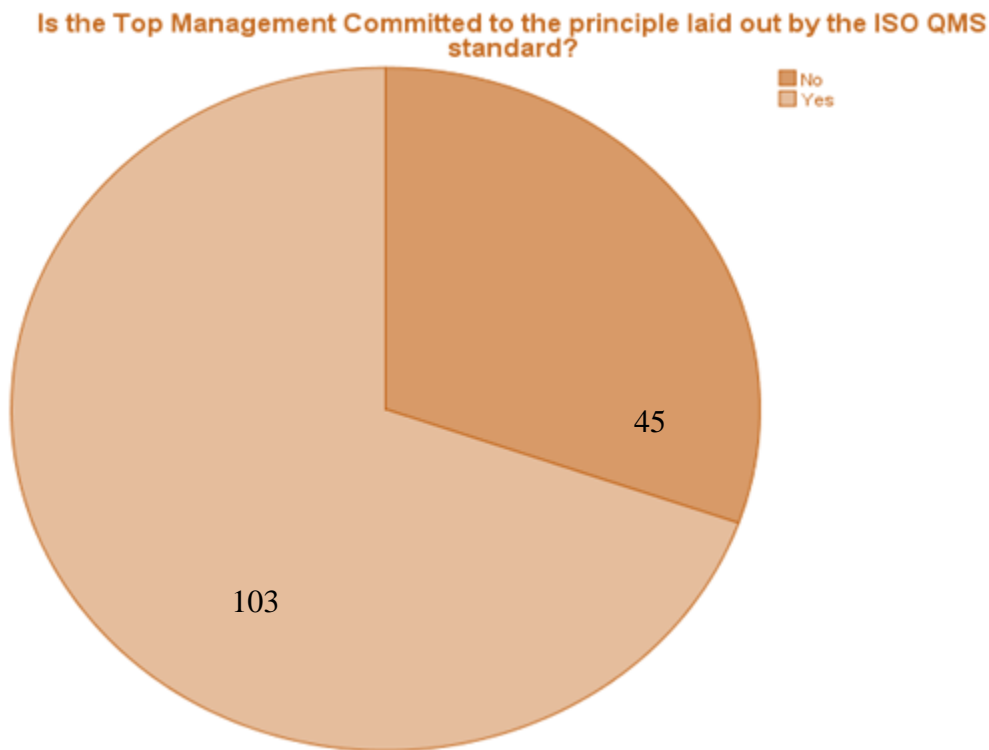
Statements	Mean	Std. Dev
Effective services provision	3.28	0.88
Effective management of inventory	3.1	0.88
The high competition level in the organization	3.29	0.87
The better quality provision within the institutions	3.35	0.79
Waste reduction in operations	3.27	0.82
Effective staff operation efficiency thus reducing operational Expenses	3.27	0.97
High client retention resulting from client fulfillment	3.27	0.9

Source: Own survey result, 2022

The respondents agreed that effective services provision, effective management of inventory, the high competition level in the AMIMTDE, the better quality provision within the organization, waste reduction operation, and effective staff operation thus reducing operational express and high client retention resulting from client fulfillment as indicated by a mean of 3.28, 3.1, 3.29, 3.35, 3.27,3.27and 3.27 respectively. The study established that to a significant extent performance of the firms was high through effective service provision, management, competition, high competition level, better quality provision within the organization, waste reduction, operational efficiency, and client retention.

- Is the Top Management Committed to the principle laid out by the ISO QMS standard?

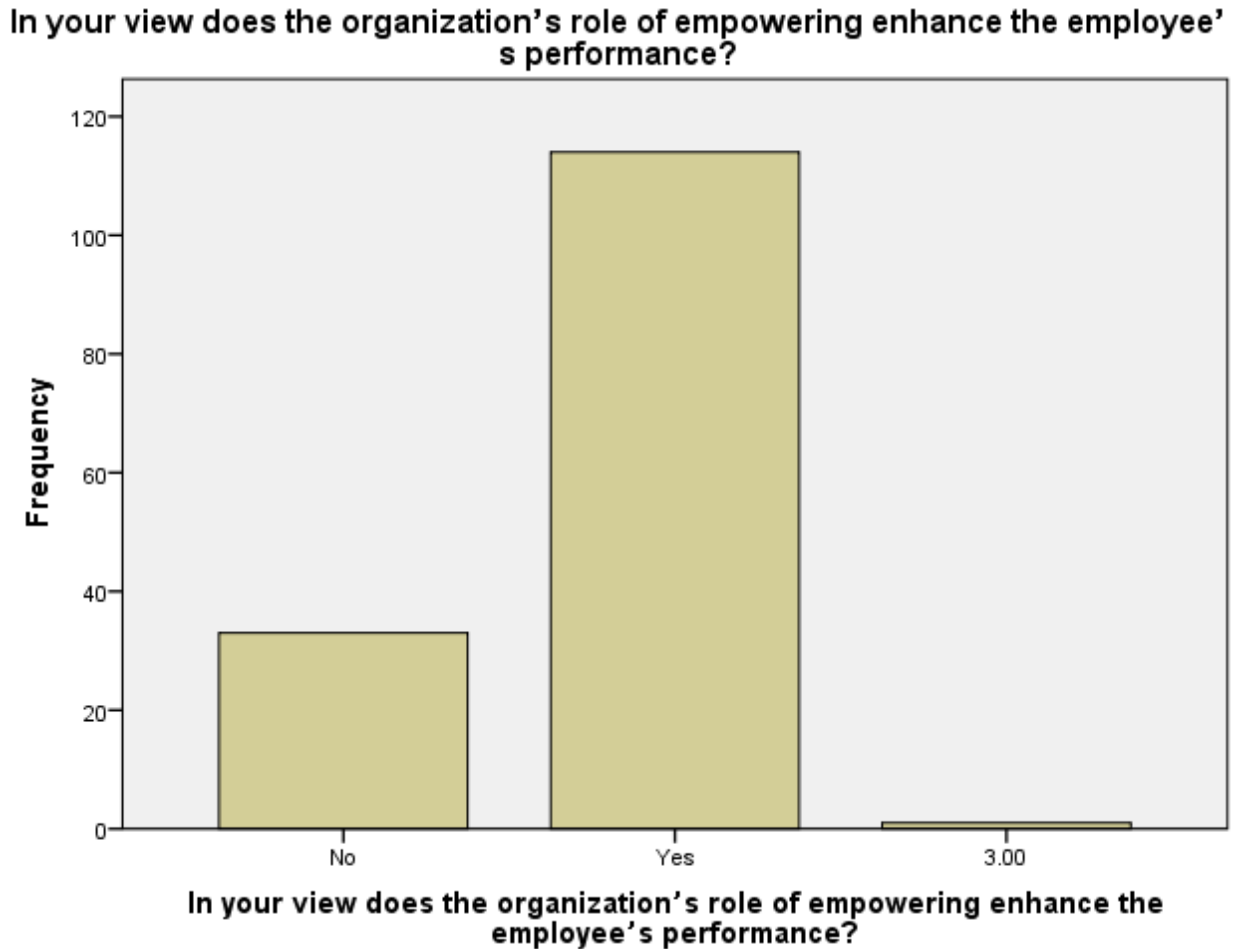
Figure 6: Top Management Committed to the principle



Top Management Committed to the principle laid out by the ISO QMS standard counted by 45 (26.6%) and 103 (60.9) which is no and yes respectively.

In your view does the organization’s role of empowering enhance the employee’s performance?

Figure 7: Employee's performance



4.4.6 Inferential Statistics

The study conducted inferential statistics to establish the effect of total quality management Practices on the performance of AMIMTDE institutions. The findings of the Model Summary, ANOVA, and Regression Coefficients are indicated in subsequent sections below.

4.4.7 Model Summary

The findings of the coefficient of determination and coefficient of adjusted determination are as

Shown in Table 7.

Table 7: Model Summary

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
0.887^a	.865	.889	1.654321

The four independent variables (employee involvement, top management support, continuous improvement, and customer focus) that were deliberate, explain 86.5% of the performance of AMIMTDE institutions as represented by the R square. This, therefore, means that other factors not studied in this research contribute 11.1 % of the performance. Therefore, other factors that have not been studied should be looked at to fill this gap.

Before estimating the effect of independent variables on dependent variables the multicollinearity problems were checked in terms of variance inflation factor (VIF). As a rule of thumb, the variables with VIF values less than the cut-off value (10) are believed to have no serious multicollinearity problems. The results confirm that there is no serious multicollinearity which is the mean VIF is 1.57 which is small when related to the number as seen in the following table

Table 8: The value of the variance inflation factor for the multicollinearity test

Variable	VIF
Customer focus	1.35
Top management commitment	1.67
Continuous improvement	1.48
Employee involvement	1.79
Mean VIF	1.57

4.4.8 Coefficients of Determination

The study used the coefficient of regression to establish the individual influence of the variables on Performance. The findings are indicated in Table

Table 9: Coefficients of Determination

Items	Unstandardized Coefficients	Std. Error	sig
(Constant)	3.6831	0.7156	0.00
Customer focus	0.7632	0.1320	0.00
Top management commitment	0.8210	0.1421	0.00
Continuous improvement	0.8034	0.1092	0.00
Employee involvement	0.6789	0.1002	0.00

✚ The equation of the model becomes

$$Y = 3.6831 + 0.7632X_1 + 0.8210X_2 + 0.8034X_3 + 0.6789X_4$$

Where: X₁ = Customer focus

X₂ = Top management commitment

X₃ = Continuous improvement

X₄ = Employee involvement

Customer focus: Customer-focused performance is a business approach to measuring performance in terms of customer retention, customer satisfaction, service response time, etc. The result revealed that Customer-focused affected quality management practice performance

positively and significantly as expected. The study found that by holding all the variables constant, the performance of the AMIMTDE quality management practice will increase by 76.32%.

Top management commitment: Top management needs to take accountability for the effectiveness of the management system. In other words, top management needs to lead by example. The team needs to understand the internal and external issues that impact the organization. With a unit increase in top management commitment, while holding other factors constant, AMIMTDE quality management practice performance would increase by 82.10%.

Continual improvement: Continuous improvement, sometimes called continual improvement, is the ongoing improvement of products, services, or processes through incremental and breakthrough improvements. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once. A unit increase in continuous improvement for both operational processes and procedures while holding other factors constant, AMIMTDE quality management practice performance would increase by 80.34%.

Employee involvement: Employee involvement refers to work structures and processes that allow employees to systematically give their input into decisions that affect their work. A unit increase in employee involvement while other factors are held constant, AMIMTDE quality management practice performance would increase by 67.89%.

The findings pointed out that employee contribution, top management commitment, continuous Improvement, and customer focus had a p-value of $0.000 < 0.05$ an indication that the selected total quality management practices significantly influenced the performance of the AMIMTDE This is supported by (Waduu, 2020) who indicated that adoption of TQM management model of a firm promotes quality services, engagement of all employees and focuses on long term success. All of the firm's achievements can be attained through client fulfillment and benefits to all of the firm's members as well as to the community

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings; the conclusion and recommendations are based on the findings and interpretation of the variables in chapter four. Suggestions for further studies are also provided.

5.2. Summary of the Findings

The purpose of the study was to determine how TQM affected AMIMTDE performance. The primary TQM practices of AMIMTDE that were examined were customer focus, top management commitment, continuous improvement, and staff involvement. 148 of the 162 respondents who were chosen for the study's sample completed and returned the questionnaires. The study's coefficient of correlation R , which indicates a significant positive correlation between the variables, was 0.865, and its coefficient of adjusted determination R^2 , which changes to 88.9%, was 0.889

5.2.1. Customer Focus

According to the study, the AMIMTDE performed better when the focus was on the consumer. It was determined that the firms can meet the needs of the clients, that the AMIMTDE constantly strives to meet the needs of the clients, that the firms regularly adopt improvements to meet the client's needs, that the firms value both their internal and external clients, and that the firms have consistently been able to draw in and retain clients. This shows that the study, to a great part, embraced the customer focus, providing improved customer service, attending to the wants and requirements of clients, as well as retaining current clients, and consistently bringing in new ones.

The study found that the AMIMTDE had increased the capacity of their customer service staff, made investments in cutting-edge technology and 24-hour customer service contacts, used a variety of channels to handle client complaints, concerns, and needs, worked to address customer feedback, and improved the AMIMTDE experience by creating advantages for the firms.

5.2.2. Top Management Commitment

The research found that top management commitment significantly affected the effectiveness of AMIMTDE. The study found that the AMIMTDE has well-documented quality management systems, the QMS is everyone's business there, management commitment is felt at all departmental levels, the institutions have clearly defined missions, objectives, and goals as well as beliefs, the firms have established important strategies to achieve their goals and objectives, the firms offer a favorable working environment, and the firms' managers are committed to achieving these goals. The study found that the management of the AMIMTDE was steadfastly committed to ensuring the provision of high-quality services by placing a strong emphasis on the documentation of quality systems, fostering a culture of excellence among employees, and establishing precise missions, objectives, goals, beliefs, and strategies to advance the quality agenda among customers and other stakeholders

5.2.3. Continuous Improvement

The study found that one of the essential TQM principles, continuous process, and procedure improvement, has a beneficial impact on AMIMTDE's performance. The study found that the AMIMTDE is committed to examining its processes and procedures to improve service delivery, that staff is continuously learning to improve service delivery, and that organizational processes and procedures are monitored and evaluated to increase service delivery. This shows that the firms have adopted continuous process improvement by routinely reviewing and improving processes and procedures to better service delivery, learning, monitoring, and evaluation.

5.2.4. Employee Involvement

The study found that employee involvement had a favorable impact on AMIMTDE's performance. The survey found that businesses actively supported worker empowerment and participation in decision-making processes as well as strong staff involvement in important choices. However, the respondents were either neutral or somewhat in agreement that their employers support employee career development, the AMIMTDE compensates employees, the businesses fulfill their role in performance approval, and they encourage employees to set personal goals. This shows that the

AMIMTDE embraced employee involvement through decision-making, career development, awards, and staff empowerment to a large degree.

5.3. Conclusions

The study's conclusion regarding employee involvement is that it strengthens workers' loyalty to Company leaders and demonstrates their respect for their workforce by involving them actively in decision-making. AMIMTDE managers frequently gain more in-depth perspectives on what consumers want when they foster an environment that empowers employees to exchange ideas and participate in decision-making. The study's conclusion about top management support is that it aids in obtaining the resources required and thus enables the success of various methods. When top management is committed to giving staff autonomy, AMITDE performs better. The study's conclusion about continuous improvement is that it increases employee engagement and lowers turnover rates. Employees who actively contribute to the development of the business feel proud and accomplished. As a result, there are fewer excuses to leave the company and a better sense of belonging. Continuous improvement motivates both process and product improvement, which results in goods and services that satisfy customers' demands even before they are aware of them. The study's conclusion about customer focus is that it aids AMIMTDE in establishing a foundation of devoted clients. Customers are more likely to make purchases from businesses they believe take their requirements into account while developing their goods and services. AMIMTDE may identify and seize growth possibilities, such as unmet consumer needs, by focusing on its customers.

5.4. Recommendations

Regarding employee involvement, the report advises AMIMTDE to uphold its core principles to its staff to foster a coherent, good workplace culture and inspire workers to develop an emotional bond with your company. Recognize and value the efforts of their staff members to help them feel appreciated. Encourage openness, permit frank criticism, and hold them responsible. The report suggests that top management in the AMIMTDE should be in charge of actively encouraging the adoption of the TQM-accepted practices on performance. They should devote more funds to quality improvement, and they should be sure to establish and communicate quality objectives across the entire firm. The study suggests that the long-term objectives of TQM performance

assessment should be continual improvement in performance and maximum customer satisfaction by reacting to changes in customer requirements and the general business environment. According to the study's recommendations regarding customer focus, AMIMTDE should pay attention to customers' needs and expectations, offer a personalized and high-quality customer experience, provide the right services at the right time, and concentrate on fostering positive relationships with customers.

5.5 Suggestions for Further Studies

The study concentrated on how top management support, continuous improvement, and customer focus affect AMIMTDE's performance. The study, therefore, advises that additional research be done, concentrating on other factors that were not examined, such as strategic quality planning, technology adoption, and resource mobilization, to determine the extent to which these affect AMIMTDE success.

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APPENDICES

A. The practice of Total Quality Management: the case of Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE).

B. Introduction

The following questions were raised as an interview for collecting data for the study “*Total Quality management: The Case of Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE)*”. The study is being prepared for the partial fulfillment of master of business administration in Management. The results of the questionnaires served as a basis for making analysis and drawing conclusions regarding the concept of total quality management in Amhara Metal Industry and Machine Technology Development Enterprise (AMIMTDE).

Informed confidentiality and consent

Your answers are completely confidential, your name will not be written on this form, and never be used in connection with any of the information you tell. You don't have to answer any questions that you do not want to answer and you may end answering anywhere you want. However your honest answer to these questions will help me better understand and find out about perseverance of the organization in lifting up the total quality management.

Thank you for your cooperation.

The questioner has the following parts:

Put a tick mark next to the question under consideration and give your responses for open ended questions by writing on the space provided.

Part 1: Demographic factors

1. Gender:
 M [] F []
2. Level of education:
 Certificate [] Diploma [] Undergraduate [] Postgraduate []
3. Working period within the institution:
 0-5 yrs. [] 6-10 yrs. [] 11-20 yrs. [] 21 yrs above. []
4. Department of operation:
 Customer service [] Finance [] HR [] Administration [] Sales []
 Strategy [] Other(specify).....
5. Provide some of the TQM practiced by the organization?

Part 2: Customer Focus

1. Using a scale of 1-5 where 1=strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=strongly disagree, to express your view on the statements provided

Statements	1	2	3	4	5
The institution has the ability to fulfilling the client’s needs					
The institution attains customer’s requirements					
The institution has adopted a regular improvement to meet the client’s needs					
The institution value both the external and internal clients					
The institution has managed to retain and attract clients regularly					

2. From your observation, kindly specify any strategies that the firm has focused on to build customer focus

Part 3: Top Management Commitment

1. Is the Top Management Committed to the principle laid out by the ISO QMS standard?

(1) Yes [] (b) No [0]

2. Using the scale given below indicate, how accurately the following statements describe the environmental scanning process. SA= Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= disagree, SD= Strongly Disagree

No	Top Management Commitment	SA	A	N	D	SD
i	The institution contains well documented quality Systems					
ii	The QMS each staff's business in the institution					
iii	The management level is felt across the department level					
iv	The institution contains clearly set missions, objectives and goals as well as beliefs					
v	The institution has established key strategies towards attaining its goals and objectives					
vi	The institution provides a conducive working Environment					
vii	The institution's management provides appropriate allocation of resource s for successful execution					

3. Provide any suggestions on the improvements rewarding the institution's Top management commitment as a strategy to enhanced performance?.....

Part 4: Continuous Improvement

1. Using a scale of 1-5, where 1= strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5= strongly disagree; to express your view on the statements provided

	Statements	1	2	3	4	5
i	The AMIMTDE is committed in reviewing of its process and procedures to enhance service delivery.					
ii	There is continuous learning among employees to enhance service delivery					
iii	There is monitoring and evaluation of organizational process and procedures to improve service delivery					

2. Personally, do you think regular enhancement affects the institution’s operations?

Yes [] No []

Part 5: Employee Involvement

1. Using a scale of 1-5, where 1=strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5=strongly Disagree to express your view on the statements provided

	Statements	1	2	3	4	5
i	The institution involves staffs in key decisions					
ii	The institutions enhances staff career development					
iii	The institution supports staffs through rewards					
iv	The institution fulfills its performance approvals role					
v	The institution motivates staffs to Establish personal goals					
vi	The Institution encourages perusal staff empowerment and involvement in decision making process					

2. In your view does the institution’s role of empowering enhance the employee’s performance?

Yes [] No []

Part 6: Organization performance

1. Using a scale of 1-5, where 1=strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5=strongly disagree, to express your view on the statements provided

	Statements	1	2	3	4	5
1	Effective services provision					
2	Effective management of inventory					
3	High competition level in the institution.					
4	Better quality provision within the institutions					
5	Waste reduction in operations					
6	Effective staff operation efficiency thus reducing operational expenses					
7	High client retention resulting from client Fulfillment					

15. Do you feel there are any other issues facing the firm?