



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTER OF BUSINESS ADMINISTRATION PROGRAM

**THE EFFECT OF TOTAL QUALITY MANAGEMENT
PRACTICES ON ORGANIZATIONAL PERFORMANCE: THE
CASE OF HALLELUJAH GENERAL HOSPITAL**

BY:
ABERA DEBEBE

MARCH, 2024

ADDIS ABEBA, ETHIOPIA

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**ADVISOR:
Dr. EPHREM ASSEFA**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY PRESENTED IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION (MBA)**

**MARCH, 2024
ADDIS ABEBA, ETHIOPIA**

CERTIFICATE OF APPROVAL

This is to certify that the thesis prepared by Abera Debebe, entitled “**The Effect of Total Quality Management Practice on Organizational Performance: The Case of Hallelujah General Hospital**” and submitted in partial fulfilment of the requirements for the Degree of Masters of Business Administration complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Signature of Board of Examiner`s:

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| Dean, SGS | Signature | Date |
| External examiner | Signature | Date |
| Internal examiner | Signature | Date |

CERTIFICATE

This is to certify that the thesis entitled: “**The Effect of Total Quality Management Practices on Organizational Performance: The Case of Hallelujah General Hospital**”, submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration program of the Postgraduate Studies, St. Mary’s University and is a record of original research carried out by Abera Debebe, under my supervision. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

Ephrem Assefa (PhD) _____

Name of Advisor

Signature

Date

DECLARATION

I, the under signed, declare that this thesis entitled: “**The Effect of Total Quality Management Practices on Organizational Performance: The Case of Hallelujah General Hospital**” is my original work. I have undertaken the research work independently with the guidance and support of the research supervisor. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

Abera Debebe

Name of Student

Signature

Date

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LIST OF ACRONYMS

| | |
|-------|--|
| ANOVA | Analysis of Variance |
| CI | Continuous improvement |
| CQM | Customer Quality Management |
| FDRE | Federal Democratic Republic of Ethiopia |
| GDP | Gross Domestic Product |
| HGH | Hallelujah General Hospital |
| ICT | Information Communication Technology |
| IT | Information Technology |
| ISO | International Organization for Standardization |
| QM | Quality Management |
| QMP | Quality Management Practices |
| QMS | Quality Management System |
| SPSS | Statistical Package for Social Science |
| TMC | Total Quality Management |
| TQM | Top management commitment |
| US | United States |
| VIF | Variance Inflation Factor |

ABSTRACT

The objective of the study was to examine the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital. Existing quality management practices related with top management commitment, employee involvement, training, customer focus and continuous improvement were assessed in view of their effect on organizational performance. A descriptive and explanatory survey designs were applied and questionnaire was used to gather primary data from 160 employees. The data collected was processed using Statistical Package of Social Sciences Version 22 and analyzed with descriptive statistical techniques (frequency distribution, mean and Standard Deviation) and inferential statistics (correlation and multiple linear regressions). The study's findings revealed that three out of five TQM dimensions, namely: top management commitment to quality, customer focus, and continuous improvement have statistically significant positive effect on organizational performance of Hallelujah General Hospital. Contrarily, employee involvement and training did not cause a statistically significant effect on organizational performance in the case organization. The result of R^2 value (coefficient of determination) shows that the five independent variables altogether explained 69.8% of the variation in organizational performance of Hallelujah General Hospital as represented by the R^2 value. This means implementation of TQM has a higher potential of improving organizational performance of Hallelujah General Hospital. Therefore, the study recommends that the hospital management should give appropriate attentions for TQM activities and used it as tools for improving the organizational performance.

Key words: *Organizational commitment, Customer focus on organization, Effective training, Top management commitment to quality, Continuous improvement and Organizational performance*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In today's competitive environment, where customers are more conscious about product quality, the importance and adoption of quality improvement initiatives is increasing day by day (Saffar & Obeidat, 2020). Quality aspect has become one of the most important factors in global competition today. Increasing demand by customers for better quality of product in market place has encouraged many companies to provide quality product and services in order to compete in the marketplace successfully. To meet the challenge of this global competition, many businesses have invested substantial resources in adapting and implementing quality management practices in their operations (David 2019).

Quality a much-known word in the history of humankind and now a day thanks to the rapid growth in the information and communication technology more informed users with a variety of alternatives to choose are also emerged (Salah, 2018). In order to satisfy the needs of these modern customers, firms are striving to get competitive advantage over others. One weapon to get this competitive advantage is quality. Any organization competes on its reputation for quality, reliability and price, yet quality still is the most important of these competitive weapons (Okland, 2004). To enhance this argument ISO-9001 defines quality as a strategic objective that established to fulfill the needs and expectations of all interested parties and therefore equates with the corporate objectives (Jack, 1995). In the same vein Vouzas & Psychogios (2007), concluded that with customers demanding quality and competitors responding to such demands, businesses turned to Quality program as the key to enhance overall performance (Mulugeta, 2020).

Any organization in any line of business requires a quality management program or some sort of quality program that is instituted from executive management down to the lowest level employee. While each particular function within an organization requires quality processes modelled after its own unique requirements, this individual quality processes should be designed and established based on the principles of the overall quality management program. One of such quality programs is Total Quality Management (TQM). Total Quality Management (QM) has

been defined as an integrated organizational effort designed to improve quality at every level (Dale, 2021). TQM as noted by Oakland (2022) is a strategic management tool that can be used for improving the competitiveness, effectiveness and flexibility of the whole organization. Total Quality management consists of several quality instruments and technique, in addition to various values and beliefs that all staff within the same organization shares (Gharakhani et al., 2013). Total Quality management is a description of the culture, attitude and organization of a company that strives to provide customers with products and services that satisfy their needs (Olepein, 2015).

Various studies (Kiprotich, 2018; Androwis et al., 2018; Saffar & Obeidat 2020) were conducted in order to distinguish the relationship between practices of total quality management and the performance of organizations which is the main aim of this research. The scope of the investigation includes various kinds of industries such as financial, operational and quality performance. Such studies indicated that there is positive relation between the effective implementation of TQM and the organizational performance, in which when one organization applies total quality management practices in effective way then it's organizational and employees' performance will largely enhanced (Kiprotich, 2018), its productivity will increase and its operational costs will decrease (Androwis et al., 2018). Saffar, and Obeidat (2020), clarified that there is an important influence of total quality management on organizational performance especially at large companies that are specialized in manufacturing processes. Several categories of total quality management were considered as an essential performance predictor such as leadership, individual management and focus on customer (Olepein, 2015).

TQM is applicable to any organization irrespective of size, and motives, even the public sector organization are fast adopting the ideology in order to make them effective in meeting public demands. Currently, Hallelujah General Hospital is fully committed to establish and implement ISO Based Quality Management system and conduct all activities in conformity with established international standards and legal requirements so as to achieve maximum customer satisfaction and become the industry leader in delivering quality, timely and cost. If an organization such as Hallelujah General Hospital, wishes to prosper, every employee must work for continuous quality improvement. This is because quality is the best assurance of customer allegiance, the strongest defense against competition and the only path to sustained growth and earnings over

the mid and long-term. Thus, the purpose of this study is to investigate the effect of quality management practice on organizational performance of Hallelujah General Hospital.

1.2. Background of the Organization

It all started in 2006 when Hallelujah Center for internal Medicine and Chest disease PLC was established and become formally operational in 2007 on Bole Road in front of Bole Printing Press. It has changed its name to Hallelujah Higher Medical Clinic PLC in 2010. Since then, the clinic has been providing medical and consultation services in General Medicine and Pulmonary Medicine in particular. Until 2013, Professor Getachew Aderaye was the only qualified pulmonologist in the country. Hallelujah Higher Medical Clinic is the only private center to provide such a service in specialized field.

Due to the increase in demand of medical services, the company constructed a G+6 Building (which is an eight-story building including the basement and ground floors) equipped with latest medical equipment' at the center of Addis. The hospital was inaugurated in the presence of H.E Dr. Mulatu Teshome President of Ethiopia, mayor of Addis Ababa and some higher officials from Ministry of Health, and became fully operational on the 7th of May 2017 with a sole purpose of providing excellent and standard medical services. Hallelujah Hospital has brought vast knowledge & experiences with dedication and commitment, applying the State of the-Art technology to the Hospital Industry. The hospital is determined to bring new Technologies and render medical services to the Public at a fair and affordable cost. Hallelujah Hospital provides a comprehensive service at one place, from diagnosis to major surgeries. The hospital has 115 beds, out of which 96 beds are for Inpatients. The inpatient and outpatient services are supervised by a duly licensed physicians and 24 hours emergency service.

In addition to this, Hallelujah hospital is located ten minutes away from Bole International Air Port, which makes it convenient for international patients. In the past few years, the number of customers/patients in need of our medical service has increased substantially. It has also become a pride for the medical Industry by introducing latest medical services such as full pulmonary function test, sleep laboratory, etc. It currently gives a job opportunity for over 350 people.

The hospital aspires to be a well-organized, technologically advanced, and the leading healthcare provider in the horn Africa. Moreover, it operates with the mission to be customer's first choice, provide high quality and specialized medical care through specialized diagnostic, treatment services, and trusted care at competitive cost and best service enriched by research and training, thereby complementing the preventive medical services rendered by the Government of Ethiopia. Furthermore, the core values of Hallelujah General Hospital are human dignity, excellence, compassionate and socially responsible and staff empowerment. More specifically, the hospital is aimed to open specialty departments that are not available in Ethiopia; achieve better patient care by optimizing our resources, promote the advancement and application of new knowledge which will promote health, prevent illness, restore health, alleviate suffering, and assist clients to even face death in dignity and peace; continually update the professional quality of services and facilities; and provide facilities for a well-organized medical and para-medical nursing education to create dedicated, competent and skilled professional health care personnel.

1.3. Statement of the Problem

Total quality management (TQM) is management philosophy that seeks to integrate all organizational functions (marketing, finance, design, engineering, production, customer, quality etc.) to focus on meeting customer needs and organizational objectives. TQM views an organization as a collection of processes. It maintains that organizations must always strive to continuously improve these processes by incorporating the knowledge and experiences of workers. In developing QM, companies need to understand how consumers define quality in both goods and services offered. If a company pays more attention on implementing total quality management practices, it will be more competitive and profitable (Tekeba, 2021).

Several empirical studies have been conducted since the 1980's to explore the correlation between total quality management practices and productivity of service industries (Adza-Awude, 2012; Abdi, 2018; Rula, 2017; Eunice, 2016; Arawati, Ahmed & Jaafar, 2009). However, there are mixed results about the relationship between total quality management practices and performance (Mulugeta, 2020). Although most of the results of the previous studies were positive (Arawati, et al., 2009; Eunice, 2016; Kiprotich, 2018; and Mulugeta, 2020), some of the results were negative or nonsignificant (Adza-Awude, 2012; Rula, 2017; Abdi, 2018). Therefore, the empirical evidence adduced in literature linking quality management practices with

performance does not unequivocally rule out context-dependence results. With the hanging clouds of inconsistencies, it is difficult, without multiple evidences across different contexts and over time to conclusively affirm the nature and strength of influence total quality management practices has on organizational performance (Owino & Francis, 2019). Because of these contradictory results, the question of whether TQM improves organizational performance is still worthy of further research (Mulugeta, 2020).

In Ethiopia, the service sector is fast adopting TQM to make it effective in meeting public demands and operational inefficiency (Maxwell, 2018). To date, despite the fact that Ethiopian firms began to adopt TQM principles in the last two decades, the TQM practices and its impact on Ethiopian firms' productivity is still limited especially in the service industry (Mulugeta 2020). Most of service companies are neither as such effective nor competitive in the global market (Bethlehem, 2019). The companies now need to find ways to survive in the increasing global competitive market and QM as noted by David (2019) is a strategic management tool that can be used for improving the competitiveness, effectiveness and flexibility of the whole service now comes to mind.

Current empirical studies carried out on challenges of Ethiopian service sector (Tekeba, 2018; Admasu & Mans, 2018; UNDP Ethiopia, 2017) states that the main challenges why the sector remain unproductive are lack of Research & Development, limited capacity building, weak industry–university linkage, poor infrastructures, lack of well-designed service process, high logistics and transportation cost, shortage of resources supply, low capacity utilization, shortage of foreign currency, limited access to finance etc. However, none of the above studies investigated enough the impact of TQM practices behind the low organizational performance of Ethiopian service sector. Therefore, this research gap motivates the researcher to investigate to what extent QM practices implemented and its effect on organizational productivity performance.

1.4. Research Questions

On the basis of the problem, the study was framed to answer the following research questions:

- 1) What is the current status of TQM Practices in Hallelujah General Hospital?
- 2) What is the effect of top management commitment on organizational performance in Hallelujah General Hospital?
- 3) What is the effect of employee involvement on organizational performance in Hallelujah General Hospital?
- 4) What is the effect of customer focus on organizational performance in Hallelujah General Hospital?
- 5) What the effect of training on organizational performance in Hallelujah General Hospital?
- 6) What is the effect of continuous improvement on organizational performance in Hallelujah General Hospital?

1.5. Objectives of study

1.5.1 General Objective

The general objective of this study was to examine the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital.

1.5.2 Specific objectives

The specific objectives of this study were: -

- 1) To assess the existing status of TQM practices in Hallelujah General Hospital.
- 2) To examine the effect of top management commitment on organizational performance in Hallelujah General Hospital.
- 3) To analyze the effect of employee involvement on organizational performance in Hallelujah General Hospital.
- 4) To investigate the effect of customer focus on organization performance in Hallelujah General Hospital.
- 5) To determine the effect of training on organization performance in Hallelujah General Hospital.
- 6) To find out the effect of continuous improvement on organization performance Hallelujah General Hospital.

1.6. Significance of Study

The principal findings and recommendations of this study have an importance to the hospital and its management. First of all, the study proposed important recommendations and strategies for implementing of total quality management for increasing productivity and performance of the service company of the study area. In addition, this study enables the management of Hallelujah General Hospital and other similar service companies in Ethiopia to identify key quality management practices which could be employed to bring improvement in organizational productivity and performance. The study also helps management of the Hallelujah General Hospital to identify ineffective quality management practices that exist in the company and how to remedy these ineffective practices. The study offers to management the opportunity to know whether ineffective quality management practices affect quality performance at the Hallelujah General Hospital. This enables management to come out with strategies which will help improve quality performance and eventually lead to meeting standards at both the domestic and foreign fronts thereby leading to customer satisfaction. The study also benefits for health professional in their contribution to existing literature, specifically studies on total quality management and organizational productivity. Moreover, the findings of this study serve as a base for the other researchers and arouse their interest to conduct more researches in the investigation of the effect of total quality management practices on organizational performance.

1.7. Scope of the Study

The scope of the study can be discussed in terms of theme (conceptual scope), geographical scope, and methodological scope. Conceptually, this study was delimited to investigate the effect of total quality management practices on organizational performance in Hallelujah General Hospital. In this study, total quality management is perceived as a multidimensional construct composed of five practices, namely: top management commitment to quality, employee involvement, customer focus, training, and continuous improvement. Geographically, this study was delimited to Hallelujah General Hospital located in Addis Ababa. Hallelujah General Hospital is selected as it one of few hospitals that implement total quality management. Methodologically, the study used explanatory or causal research design and depends only on quantitative approach. Regarding the time scope, the study was conducted based on cross-sectional approach and thus, data was collected at single time rather than frequent observation

where the required study data was gathered using from current employees of the hospital who are working in finance, general practitioners, nurses, pharmacy, laboratory, quality assurance, and medical director and janitor.

1.8. Limitation of the Study

Even though the study was design to enable the researcher collect accurate and reliable data that can be used to make some inferences, it is however not free from limitations. First, the study only encompassed one hospital in Addis Ababa. Thus, the finding of the study could not be inferred to the whole hospital industry around the country. More so, the study was also conducted based on cross-sectional approach and thus, data was collected at single time rather than frequent observation over the same sample. Accordingly, the method cannot examine changes over time which needs more strong empirical investigation. More so, despite the fact that several factors may affect organization performance, the present study only examined total quality management practice, but other factors are still possible. As a result, the outcome of this research shall not be considered a comprehensive study on all determinants of organization performance.

1.9. Definition of Key Terms

- **Quality** is: “the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs” (ISO 8402, 2009).
- **Total Quality Management (TQM):** - is “a management approach of an organization centered on quality based on the participation of all of its members aiming at long term success through customer satisfaction and benefits to all members of the organization and to the society” (ISO 8402, 2009).
- **Employee involvement** is “a way to allow employee participation, the commitment on the part of the management to allow employees participate in decision-making and reflect a change in culture” (Berberoglu, 2018).
- **Training:** is “the organized practice by which people be taught information and skills for a definite purpose” (Dale, 2010).

- **Quality management:** is “the act of overseeing different activities and tasks within an organization to ensure that products and services offered, as well as the means used to provide them, are consistent” (Kemboi, 2016).
- **Organizational Performance:** is “the ability of an organization to reach its goals and optimize results” (Olepein, 2015).

1.10. Organization of the Study

The general structure of the paper consists of five chapters. The first chapter deals with background of the study, statement of the problem, research questions, objective of the study, hypothesis, significance of the study, and scope of the study. The second chapter presents review of related literature which is systematically organized from different books and related materials. The third chapter consists of the research methods and procedure employed to collect and analyze the data for the study. The fourth chapter includes the findings of the study, data analysis, discussion and interpretation. Finally, the researcher deals with the summary of the findings, conclusion and makes relevant recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

Introduction

This chapter deals with review of related literature to the topics of performance management and employees' job performance. Thus, the first section discussed literature related to the study variables which were considered in order to lay solid foundation for the research. Then a brief summary of some of the related previous work on this study were discussed. In the final analysis, the chapter illustrate the key study variables as presented in the conceptual framework.

2.1 Review of Theoretical Literature

2.1.1. The Concept of Quality and Quality Management

There are many definitions of quality. Some are more related to objective facts while others to more subjective feelings, but they are interdependent. Quality could be defined as a basic tool for a natural property of any good or service that allows it to be compared with any other good or service of its kind. The word quality has many meanings, but basically, it refers to the set of inherent properties of an object that allows satisfying stated or implied needs (Bilich & Neto, 2000). Furthermore, the quality of a good or service is the perception that a customer has about it. It is a consumer's mind-set who accepts a specific good or service and acknowledges its ability to meet his or her needs (Behnam, 2016).

According to Foster (2001) the simple definition of quality is meeting the customer requirements, moreover, and aiming at increasing customer's satisfaction, many organizations have focused on quality and reduced their costs to gain maximum customer satisfaction which means achieving customer satisfaction depends on not only how well and how thoroughly quality actions in the several areas of the organization work individually but also on how well and how thoroughly they work together. The ISO 8402-1986 standard defines quality as: "The totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs."

Though their perspective varies in defining quality, the definitions are interrelated since meeting standards, fitness to use and provide customer satisfaction are related by themselves.

Moreover, all quality gurus agreed that quality is an end point hence something should be applied to bring it.

The latest focus in the evolution of quality is considered to be on Quality Management (QM), which invokes the application of quality management principles to all aspects of the organization, including customers and suppliers, and their integration with the key business processes (Dale, 1999). The need for quality as a functional component in the formulation of strategies for quality management is clearly outlined by Bilich and Neto (2000) who stated that quality as a macro function of institutions must be present in the day-to-day running of an institution, in aspects such as establishment of policies, the decision process, selection of personnel, allocation of resources, definition of priorities and service delivery to satisfy customer requirements. In addition, they stated that the quality approach as a strategic element has brought to institutions a new manner of conceiving quality as it engages the top decision makers of the institution in effort for better performance in service delivery.

2.1.2. The Concept of Total Quality Management

Murray and Michalak (2012) state that TQM is a method that seeks to develop quality and performance, in order to meet or exceed client hopes. TOM is a vast collection of philosophies, concepts, methods and tools now being used throughout the world to manage quality (Juran, 1999). It is a method that has evolved to achieve, sustain and improve quality (Hoyle, 2001). Abraham & Suganthi (2013) defined Total Quality management as constituent of several quality instruments and technique, in addition to various values and beliefs that all staff within the same organization shares. In support of this argument Abdaziz et al (2016), claimed that TQM can be defined as a strategy that aims to generate and transfer more efficient and superior services, through achieving cooperation between organizational members.

The business concept of TQM offers an effective and efficiency way of providing products and services which is the key to fulfillment of business strategy (Konecny & Thun, 2011). The principles and concepts of the TQM philosophy are angered on increased commitment to organizational quality. Hence, if the philosophy of TQM is applied correctly, it improves the competitive position of an organization. With TQM philosophies, better quality and productivity is achieved (Arshida & Agil, 2012). TQM for achieving service excellence cannot be denied as TQM effective tool for achieving organizational set goals. Hashmi (2007), states that TQM is the

outcome of the entire events in the management program. It is a unique strategy for challenging both the manufacturing and service industries globally (Sharma & Kodali, 2008).

TQM is perceived to be an instrument for achieving excellence in an organization. There are four factors that affect the implementation of TQM. These are top management, employee empowerment, organizational culture, and communication (Sharma & Kodali, 2008). However, the most critical issues in the implementation of TQM are top management commitment, availability of critical resources, development of organizational policy, well-developed communication process, and total involvement of employees in the organization (Omware, 2012; Arshida & Agil, 2012). While scholars have explained the different factors that impact on organizational implementation of TQM, the use of technology in the implementation of TQM has not been fully explained (Arshida & Agil 2012).

Total quality management is defined as a continuous effort by the management as well as employees of a particular organization to ensure long term customer loyalty and customer satisfaction. (Managements study guide. com). To apply the philosophy of total quality management a company must operate by several principles. First all functions in side an organization including production, finance, marketing, information system and purchasing should apply quality control to improve their output second each part of the company has to focus on meeting customer requirements and expectations. Third, each part of the company must strive to improve continuously (Daniel, 2003).

2.1.3. Dimensions of Total Quality Management Practices

Total quality management is perceived as a multidimensional construct composed of five major dimensions namely: Top Management Commitment, employee involvement, training, customer focus, and continuous improvement (Fotopoulos et al., 2010).

2.1.3.1. Top Management Commitment

Top management commitment is among the outstanding factors critical to the success of TQM implementation in any organization. According to Hackman and Wagenman (1995), quality is ultimately viewed as the responsibility of top management. This is because creating the systems that produce goods and services in any organization is the core responsibility of the top management, so any successful implementation of quality management strategies depends on the

commitment of the top management to the quality management strategies. Moreover, according to Pheny and Teo (2003), top management should communicate the quality management strategies to the entire organization so as to create awareness, interest, and desire to follow through with the necessary action. They ought to likewise give the vision of where the organization needs to go with its quality endeavors and supplant the current culture in the organization with one that upholds quality administration techniques (Samat, Ramayah, 2006; Yusoff, 2008; Mohante & Lakhali, 2006).

Top management has immense influence on the attitude and strategic direction of the organization. For an organization to reap the benefits of successful TQM implementation the top management must allow and encourage employees throughout the organization to conduct necessary actions on their own initiatives and be actively involved in organizational improvements (Dale, 2021). Top management must provide necessary resources to promote new ideas and improvement opportunities. The International Organization for Standardization (ISO, 2001) considers top management as an individual or group of individuals who executes the managerial functions of planning, organizing, directing and controlling in an organization at the uppermost echelon. The primary intent is to establish an environment where employees are comprehensively involved and whereby, they can work effectively and make recommendations to achieve the objectives of the organization. Management should commit to their leadership and actively take part in the formulation and implementation of strategy. Commitment of top managers involves engaging in and maintaining behaviors that help others achieve a goal (Cooper and Edgett, 2005).

2.1.3.2. Employee Involvement

The term total in TQM implies that every organizational member is involved in quality improvement processes, decision-making processes, problem solving, and the financial success of the organization. Hence, employee involvement is an integral part of the TQM program and cannot be ignored, especially in service industries as services cannot be delivered to the target customers without the participation of all members of the organization (Talib & Rahman, 2010).

Employee involvement is viewed as a way to allow employee participation, the commitment on the part of the management to allow employees participate in decision-making and reflect a change in culture. Employee involvement is seen as a way to empower employees to take part in solving problems and making decisions in an organization (Eng and Yusof, 2003). According to Kahreh, (2014) employee involvement motivates employees to work towards achieving the organizational objectives. It makes employees to feel that they form an important part of the organization. Harrington, (2012) claim that empowered and trained employees is likely to recognize the achievement of that organization. Employees are view their organization and jobs from a different perspective. Some management leaders and theorists posit that employees need to exercise imagination and that this can only be achieved by involving them in the organization. According to Green (2012), the object of employee empowerment is to encourage constructive thoughts and creative thinking among employees.

The emphasis throughout all stages of TQM implementation should be involving all employees in all aspects of the organizations. The basic concept is that everyone is responsible for producing quality goods and services, meeting customer requirements, and achieving a company-wide TQM organization (Yusuf et al., 2007). TQM practices require decisions to delegate to average and operational level, the process of delegating and involving staff to make decisions about their tasks is a good motivational method, as well as sensitizing them to decisions they make (Juda, 2014). The participation of staff in efficiency of organization will increase its production by motivating employees to participate in setting objectives and making greater use of this participation in meeting the challenges of market (Titi, 2010). Ahire and Dreyfus (2000) added that people responsible for employee performance are those who are keen to participate and contribute to continuous improvement as participation of employees leads to a frank discussion of problems, issues and responsibilities with people within organization to resolve them, and their understanding of importance of their contribution and their role in innovation and creativity in promoting the objectives of organization (Salah, 2018).

2.1.3.3. Training

TQM firms should give necessary training to all their employees to improve their proficiencies in their tasks. Effective training in management and improvement in quality bring success for the firms. Employees' effective knowledge and learning capability will provide sustainability of quality management in the firm (Olepein, 2015). Furthermore, learning organizations adapt rapidly to the changes and develop unique behavior, which distinguishes them from other firms and enables them to obtain better results. Quality does not begin in one department or function; it is the responsibility of the whole firm. Training should be given to all employees based on the results of the training needs assessment (Criado & Calvo-Mora, 2009).

In the service sector, training and education means the training of employees and empowerment responsible for producing and delivering services. It is an essential part of TQM implementation, especially in services as it explores the knowledge to employees about the principles and core concept of TQM to achieve desired goals. It also imparts knowledge of continuous improvement and innovation in service process to attain full benefits and business excellence. The core concept of training and education is to maintain high level of quality through the best use of talents and activities of an organizations' entire workforce (Talib & Rahman, 2010).

According to Yusuf et al. (2007) striving to maintain high levels of quality depends on the best use of the talents and abilities of a company's entire workforce. Training in quality-related concepts and tools is regarded as the most important factor in actually increasing employees' capacity to do their job, finding out and solving problems, releasing the full potential of workers and continuously improving quality. Further, training is usually related to changes. These changes include the variety of the business environment, improvement of organizational performance, higher requirements of operation, and the level of the employees. Effective and efficient training programs in quality educate employees and managers for quality management implementation (Al-Sabi et al., 2017; Talib & Rahman, 2010).

With effective training, employees know the industry and the structure of the firm. In addition, effective training will improve employees' loyalty to the firm, motivation, and work performance. If employees are trained on producing reliable and high-quality products and/or

services, their full participation in the production stage would be more fruitful. Thus, customer satisfaction will increase and customer complaints will reduce (Kiprotich, 2018).

2.1.3.4. Customer Focus

Focusing on customers is stressed by most authors of TQM literature to be an important part of TQM. Customer focus is the extent to which an organization continuously satisfies customer needs and expectations (Zhang, 2000). Organizations should understand customers' demands and wants work to meet their requirements to satisfy customers and at the same time achieve organizational goal and missions. Thus, the fundamental concept of TQM, according to Juran (1999, p.391) is customer focus for improving and enhancing business performance. Conforming customer's needs and expectations is the essence for success in today's business (Yusuf et al., 2007). For continuous improvement, a customer's requirements must be consistently measured and satisfied, methods such as market research, enquiring sales staff, and comparing competitors can be used to collect information (Talib & Rahman, 2010; Yusuf et al., 2007).

TQM demands an organization continually examine its quality system to see if it is responsive to ever-changing customer requirements (Yusuf et al., 2007) Shiba et al. (1993) define a customer as the person or group who receives the work that one carries out, and asserts that a business function without a customer should not be performed. Evans & Lindsay (1996) stress the importance of customer focus, and imply that any business has four goals: to satisfy its customers, to achieve higher customer satisfaction than its competitors, to retain customers in the long run and to gain market shares.

TQM firms focus on serving the external customers. They first should know the customers' expectations and requirements and then should offer the products/services, accordingly. By the aid of successful customer focus efforts, production can be arranged with respect to the customers' needs, expectations, and complaints. This encourages firms to produce high quality and reliable products/services on time with increased efficiency and productivity. When customer expectations are met, their satisfaction will be increased, and the firm's sales and the market share will increase (Olepein, 2015).

2.1.3.5. Continuous Improvement

A major component of quality management is continual improvement. Continual improvement leads to improved and higher quality processes. The term continues refers to both incremental and breakthrough improvement. Continual improvement ensures companies find new ways and techniques in producing better quality products, production, be more competitive, as well as exceed customer expectations. Continuous improvement (CI) is a method for improving every facet of a company's operations and increasing competitiveness by developing a company's resources (Anne, 2000). The improvement can involve many goals producing products with zero defects or achieving 100 percent customer satisfaction but continuous improvement has the same basic principles irrespective of the set goals (Murphy and Elana, 2006).

Continuous improvement most often involves creating a team that includes representatives from all areas of the company. The team first spends time learning about their company and other companies (benchmarking is common during this phase). The necessary quantitative data is created (McManus, 2009). The team then proposes solutions to management and begins to implement those solutions. When that is achieved, follow-up mechanisms must be put in place that seeks additional improvements as time goes by. The team might change members with the passage of time, but hopefully become an established and accepted part of the company even as its schedule changes. If the plans are executed as planned the team will achieve improved quality as a result of its initial efforts (Kinni and Theodore, 2005). This can attract more employees into this concept which in turn leads to the continued search for more improvements and thus continuous improvements (Joiner & Brian, 2007).

Kiprotich (2018) argued that continuous improvement significantly affects every indicator of the company's operational performance and thereby increase organizational competitiveness. Similarly, Kemboi (2016) indicated that continuous improvement was the only practice that brings about and sustains organizational productivity, which in turn is one of the indicators of operational performance according to Salaheldin (2009). Other studies also found a direct and positive effect of continuous improvement on operational performance (Agus, 2005; Arnold, 2014; Olepein, 2015; Salah, 2018).

2.1.4. Theories of Total Quality Management

There are several frameworks and theories recommended for the implementation of TQM fundamentals (Konecny & Thun, 2011). However, the question remains whether the existing frameworks and theories are adequate to cope with the global scenario changes (Miyagawa & Yoshida, 2010). In this paper some major theories of TQM are discussed hereafter.

2.1.4.1. Deming's Approach to TQM

Anderson et al as cited by Zhang pointed out that the theoretical essence of the Deming approach to TQM concerns the creation of an organizational system that fosters cooperation and learning for facilitating the implementation of process management practices, which, in turn, leads to continuous improvement of processes, products, and services as well as to employee fulfillment, both of which are critical to customer satisfaction, and ultimately, to firm survival (Zhang, 2000). Deming as cited by Zhang stressed the responsibilities of top management to take the lead in changing processes and systems. Leadership plays in ensuring the success of quality management, because it is the top management's responsibility to create and communicate a vision to move the firm toward continuous improvement. Top management is responsible for most quality problems; it should give employees clear standards for what is considered acceptable work, and provide the methods to achieve it. These methods include an appropriate working environment and climate for work-free of faultfinding, blame or fear (Zhang, 2000).

2.1.4.2. Juran's Approach to TQM

Juran and Gryna as cited by Zhang defined TQM as the system of activities directed at achieving delighted customers, empowered employees, higher revenues, and lower costs (Zhang, 2000). Juran as cited in Zhang believed that main quality problems are due to management rather than workers. The attainment of quality requires activities in all functions of a firm. Firm-wide assessment of quality, supplier quality management, using statistical methods, quality information system, and competitive benchmarking are essential to quality improvement (Zhang, 2000). Juran's approach is emphasis on team (QC circles and self-managing teams) and project work, which can promote quality improvement, improve communication between management and employee's coordination, and improve coordination between employees. He also emphasized the importance of top management commitment and empowerment, participation, recognition and rewards (Zhang, 2000).

2.1.4.3. Crosby's Approach to TQM

Crosby as cited in Zhang identified a number of important principles and practices for a successful quality improvement program, which include, for example, management participation, management responsibility for quality, employee recognition, education, reduction of the cost of quality (prevention costs, appraisal costs, and failure costs), emphasis on prevention rather than after-the-event inspection, doing things right the first time, and zero defects. Crosby claimed that mistakes are caused by two reasons: Lack of knowledge and lack of attention. Education and training can eliminate the first cause and a personal commitment to excellence (zero defects) and attention to detail will cure the second (Zhang, 2000).

2.1.4.4. Feigenbaum's Approach to TQM

Feigenbaum as cited by Zhang defined TQM as: an effective system for integrating the quality development, quality-maintenance, and quality-improvement efforts of the various groups in a firm so as to enable marketing, engineering, production, and service at the most economical levels which allow for full customer satisfaction. He claimed that effective quality management consists of four main stages: Setting quality standards; conformance to these standards; acting when standards are not met; and planning for improvement in these standards. From the theories and approaches of quality gurus discussed above we can understand that all of them have their own distinctive insight over quality. However, if we bring together the approaches of all quality gurus, we can come up with more comprehensive insight to quality management. Moreover, though they all have differences when they come to specific approaches, they also share similar ideas about quality management (Zhang, 2000).

From the theories and approaches of quality gurus discussed above we can understand that all of them have their own distinctive insight over quality. However, if we bring together the approaches of all quality gurus, we can come up with more comprehensive insight to quality management.

2.1.6. The Concept of Organizational Performance

The word 'performance' is the multi-dimensional concept that can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. Here the concept performance is used to represent organizational performance.

Organizational performance is the ability of an organization to cope with all four systemic processes (inputs, outputs, transformations, and feedback effects) relative to accomplish its goals (Damanpour & Evan, 1984). External parties normally evaluate a firm's ability based on its performance. This implies why performance is like a mirror to a firm. According to Richard, Devinney, Yip and Johnson (2009), organizational performance contains the actual output or results of an organization as measured against its intended outputs (or goals and objectives). It may be viewed as the efficiency and productivity of the business in the context of the market where it operates. It is subject to how efficiently a firm uses its assets from its principal role of conducting business and its subsequent generation of revenues (Omondi & Muturi, 2013). Performance is the outcomes achieved in meeting internal and external goals of a firm (Liao et al., 2010).

According to Alam, Raza and Akram (2011) organizational performance is a multidimensional construct that consists of four elements that includes financial and market performance, customer-focused performance, human resource performance, and product or service performance. Financial and market performance indicators include, revenue, profits, earnings per share, market position, and the like. A customer-focused performance indicator includes customer satisfaction, and human resource performance indicators, including employee satisfaction. According to Richard et al. (2009) organizational performance includes three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). Santos and Brito (2012) offered a firm performance measurement model based on subjective indicators. This model contains six dimensions: growth, profitability, employee satisfaction, customer satisfaction, social performance, and environmental performance.

Different firms are implemented different methods of measuring their performance based on their organizational objectives as a basis. This performance indicator may be measured in financial and non-financial terms (Bergin-Seers & Jago, 2007). Majority of firms, however, choose to use financial indicators to measure their performance (Beccalli, 2007). According to Omondi & Muturi, 2013, financial performance is the application of financial indicators to measure the extent of objective accomplishment, contribution to support of the bank with investment opportunities. It evaluates of how sound a company can employ assets from its primary mode of business and generate revenues (Heremans, 2007). Simpson & Kohers (2012) point out a few of the financial measures to include revenue, profit margins, sales growth, return on equity, return on assets, net interest income, stock prices, Operating Expenses/Operating Incomes, liquidity ratio and capital adequacy. Nonetheless, financial factors are not the only indicator for measuring firm performance. It needs to combine with nonfinancial measurement in order to adjust to the changes of internal and external environments. According to Bergin-Seers and Jago (2007) recommended to use a combine financial and non-financial indicator.

Organizational performance reveals how well an organization accomplishes its targets as far as nature of contributions, activities, development, representatives' fulfillment, clients' fulfillment, deals, productivity and total association's vision and mission. Different studies used varied organizational performance measures. Performance measures that actually demonstrate the value of an organization's management systems can be difficult to develop, use, and interpret, and different researchers have different views about performance (Feng, 2007). In this study, the researcher measured organizational performance to prove that total quality management practice helps in stepping up efficiency in the organization, leading to high performance. For the purpose of this study, performance measures defined in terms of productivity, effectiveness, better service, customer and employee satisfaction, in that order, these performance measures have been used in previous studies (Yusuf and Saffu, 2005).

2.2. Review of Empirical Literature

There are plenty of empirical studies in developed and emerging market countries concerning the impact of total quality management implementation on the organizational performance. According to many previous researches, total quality management practices have considerable effects on productivity/performance of the organization. Chin, Fang, Hung and Yen (2007)

empirically examined the extent to which total quality management and firm performance are correlated and how total quality management impact various levels of firm performance. Questionnaire was distributed to 95 small and medium enterprises. The research model and hypotheses were tested with descriptive statistics using data collected from information-related small and medium size enterprises operating in Taiwan. The findings of the research showed that an effective management leadership can positively influence human resource management, supplier management, and design management.

Robins and Judge (2007) carried out a ten (10) year study on Total Quality Management by selecting a group of 600 publicly traded organizations that had won awards for effectively implementing TQM. A control group similar in size and industry to the award winners was also used for the study. The performance of both groups was compared during the five (5) years prior to the award and five years after winning the award. No difference was noticed between the two groups prior to winning the award.

Oluwatoyin and Oluseun (2008) highlight the benefit of TQM implementation in the Nigerian Airline industry by examining the basic principles of TQM in the airlines. The impact of TQM implementation of the three-performance indicator was assessed. Primary data were collected from the airline companies through the use of questionnaires and interview. Secondary data were also gotten from articles, journals and online resources. The study used a T-test hypothesis to measure the difference in mean of TQM airline and non-TQM airlines using the three-performance indicator. The research findings confirmed the benefits that ensued from the implementation of TQM. It showed that TQM is a strategic tool industry can employ in the quest to remain competitive. It was also discovered that for the TQM to be properly implemented, everybody in the organization must be involved from the management to the employees and even the customers.

Rod and Ashilli (2010) investigate a model of management commitment (employee rewards, customer service training, empowerment and customer service orientation) to service quality and service recovery performance in New Zealand public and private hospitals with mediating variables organizational commitment and job satisfaction. The result revealed that the simultaneous implementation of employee empowerment, employee training, employee rewards,

and customer service orientation jointly affects service recovery performance through the mediating role played by organizational commitment.

Talib and Rahman (2010) also developed a TQM model (top-management commitment, customer focus, training and education, continuous improvement and innovation, supplier quality management, employee involvement, employee encouragement, benchmarking, quality information and performance measurement) for service that enhance the organizational performance in the form of improved productivity, quality, on-time delivery, less rework, customer satisfaction, increased market share, increased customer loyalty and relations, and above all the, service quality.

Masood, Aamna, Saif and Sidra (2012) examined association between total quality management (TQM) practices and performance, i.e., quality, business, and organizational performance. The quantitative data were obtained through a survey from 171 quality managers of Pakistan's manufacturing industry. Data analyzed with the help of SPSS by using Principal Component Analysis and Varimax Rotation. The study supported the hypothesis that TQM practices positively impact on performance. According to their study, the main implication of the findings for managers is that with TQM practices, manufacturing organizations are more likely to achieve better performance in customer satisfaction, employee relations, quality and business performance than without TQM practices.

Ali and Abedulfattah (2013) empirically examined the extent to which Quality Management Practices (QMPs) and Organizational performances are correlated and how QMPs impacts on organizational performance. Questionnaire was used to collect data from banks in Jordan and was tested model. The Statistical Package for the Social Sciences (SPSS) has been used to analyze the data. The Preliminary analysis was conducted to check for any violations in normality, equality of variances and linearity. The data from the sample fulfilled all the assumptions allowing for parametric tests to be conducted. Correlation analysis and multiple regressions Analysis were used to test hypotheses. From the managerial perspective, the results of this study showed that there was a significant relationship between quality management dimensions (leadership, strategic planning, customer locus, and employee relation) and Organizational Performance.

Chukwu, Adeghe and Anyasi (2014) investigated the impact of total quality management on performance of Nigerian Brewery Plc and Nigerian Bottling Company Plc. Enugu state, Nigeria. It also emphasized error prevention in place of error correction that increases cost. The data collected from the questionnaire instrument were analyzed using percentage and multiple regressions. The research findings showed significant and positive relation lie between the independent variable, error prevention, quality improvement, cost reduction, fewer delays and the dependent variable organizational performance.

Carolyne and Bichanga (2014) established TQM practices employed by National Bank of Kenya (NBK) and examine their effect on the financial performance of the bank. The objective of this study was to establish the effect of total quality management on financial performance of NBK. The study was descriptive in nature and the researcher used case study method. The target population of the study comprised of NBK employees. The researcher used stratified random sampling in selecting respondents. The t-test and a weak coefficient of determination were used. The findings indicated a positive relationship between top management involvement, process and supplier relationship and financial performance.

Abd El-Moneim and Atef (2015) studied the impact of applying TQM on the overall hospital effectiveness in the accredited governmental hospitals in Jordan that accredited from Health Care Accreditation Council (HCAC). The study population represented all health care professionals working in the five HCAC accredited governmental hospitals who were working for more than three years in the same hospitals. Study sample included 1290 employees. The response rate was 83.6 % of the total questionnaires distributed. TQM principles were: Leadership commitment to quality. Study findings showed a significant impact of all TQM principles on the overall hospital effectiveness ($p < 0.05$). Using multiple linear regression analysis showed that TQM is a strong predictor of hospital performance (Beta =0.818, $t=46.613$. $R^2= 0.669$ and p value = 0.000). Taken together, applying the principles of TQM increases the overall hospital effectiveness in the HCAC accredited governmental hospitals in Jordan.

Marcel and Ayankeng (2015) investigated the impact of Total Quality Management Organizational Performance. Data were collected from manufacturing firms in the republic of Cameroon. Variables used to capture Total Quality Management (TQM) were management

commitment through leadership, Quality control, inspection, employee training, customer focus, benchmarking as the basis for enhancing product quality. Organizational performance was measured by Customer Satisfaction, Cost Reduction, and Employee Satisfaction. Multiple regressions were used. The results showed that only employment training and empowerment has a significant impact on financial performance and corporate social responsibility; leadership commitment, quality control and inspection have a significant impact on cost reduction. However, none of the TQM practices appear to have a significant effect on customer satisfaction.

Onyango (2016) examined the relationship between TQM practices implementation and performance of commercial banks in Kenya. In the study, all the 43 commercial banks in Kenya were used. The study depended on information gathered through an organized poll to meet the goals of the study utilizing five-point Likert scale. The surveyed questions concentrated on the relationship between TQM practices implementation and performance of commercial banks in Kenya with the inquiries being shut finished. Regression model was used with aid of Package for Social Sciences (SPSS 21.0). Different relapse measurements were utilized to set up a factually huge connection between the TQM practices and performance of commercial banks in Kenya. Based on the study, it demonstrated a factually irrelevant relationship between TQM practices and performance of commercial banks in Kenya.

Mukhtar (2016) investigated the relationship between some total quality management dimensions and business performance on small and medium enterprises (SMEs). The study advanced the understanding of TQM and also resolved some arguments that appear in the literature concerning the relationship between TQM dimensions and performance relationship. A questionnaire survey was undertaken. The data for the study was drawn from 359 service SMEs operating in Kano, Nigeria, Multiple regression technique was used for the data analysis. The findings indicated that management leadership has a significant effect on business performance of SMEs, whereas, customer focus and continuous improvement to business performance relationship were found not significant. The findings of this study are of benefits to SME owner / managers and regulators of small firms, hence, future research directions were provided and explained

In Ethiopia context, Abiy (2017) conducted a study to assess Total Quality Management (TQM) practices in Ethiopian pharmaceuticals S.C. The study mainly assessed the TQM implementation practices in terms of factor of its principles and practices namely customer focus, Leadership, Engagement of People, Process Approach, Evidence based decision making and Supplier relationship. The results of this paper shows that majority of the employees agree that Epharm is practicing all the seven TQM principles. Results of Interview questions is the benefits and challenges of practicing TQM, shows that all the respondents agree that it makes dramatic change on the way things done throughout the organization. Besides the change process starting form Top management down to all employees of the organization was too hard to adopt at that time. There were some uncertainties, higher costs and higher turnover of employees, who gets it hard to adapt the new paradigm shift towards new philosophy, was the main challenges the organization face during the early stage of practicing TQM system. Review of company documents also show that the company is showing progress through time to time after started practicing TQM system.

Furthermore, Jemal (2018) assessed the practice of total quality management in Ethiopian national defense building construction at Addis Ababa. Findings of the study show that the Ethiopian national defense building construction has a gap in total quality management practice applied within the department, training or capacity building in the concept of Total Quality Management principles, strategy and policy designed for TQM implementation problems, the concept of understanding values, vision and mission according to total quality management concept and organizational performance hence the study suggests that the Ethiopian national defense building construction shall work cooperatively with employees to success of firm.

Based on the study research questions and aforementioned literature review, the following alternative hypothesis was developed and tested in relation to the effect of quality management organizational performance.

2.2.1. Top management commitment and organizational performance

According to Ahuja (2009), top management can influence achievement of manufacturing performance advancements by putting in place structures for QM implementation, setting up just reward and recognition structure in the organization and ensuring that resources for managing change in the organization are availed on time. Previous studies have found that supplier quality

management positively affects operational performance (Arawati, et al., 2009; Eunice, 2016), innovation performance (Kiprotich, 2018; and Mulugeta, 2020), and overall firm performance (Kemboi, 2016; Bethelhem, 2019). Thus, the study proposes the following hypothesis.

→ *H₁: There is positive significant effect of top management commitment on organizational performance.*

2.2.2. Employee involvement on organizational performance

According to Kahreh, (2014) employee involvement motivates employees to work towards achieving the organizational objectives. It makes employees to feel that they form an important part of the organization. Harrington, (2012) claim that empowered and trained employees is likely to recognize the achievement of that organization. Previous studies have found that employee involvement positively affects operational performance (Kiprotich, 2018; Kemboi, 2016; and Mulugeta, 2020), and overall firm performance (Androwis, et al., 2018; and Bethelhem, 2019). Thus, the study proposes the following hypothesis.

→ *H₂: There is positive significant Effect of employee involvement on organizational performance.*

2.2.3. Customer focus and organizational performance

TQM firms focus on serving the external customers. They first should know the customers' expectations and requirements and then should offer the products/services, accordingly. By the aid of successful customer focus efforts, production can be arranged with respect to the customers' needs, expectations, and complaints. This encourages firms to produce high quality and reliable products/services on time with increased efficiency and productivity. When customer expectations are met, their satisfaction will be increased, and the firm's sales and the market share will increase. Previous studies have found that customer focus positively affects operational performance (David, 2019), employee performance (Saffar and Obeidat, 2020), innovation performance (Kim et al., 2012; Ardestani and Amirzadeh, 2014), customer satisfaction/results (Criado and Calvo-Mora, 2009), productivity (Khan 2003), and aggregate firm performance (Macinati, 2008; Sadikoglu & Zehir, 2014). Based on the literature reviewed, the study suggests the following hypothesis

→ *H₃: There is positive significant effect of customer focus organization on organizational performance.*

2.2.4. Training and organizational performance

Effective training in management and improvement in quality bring success for the firms. Employees' effective knowledge and learning capability will provide sustainability of quality management in the firm (Harrington, 2012). In addition, effective training will improve employees' loyalty to the firm, motivation, and work performance (Agus & Hassan, 2011). Some studies report that training is positively related to operational performance (Kemboi, 2016; and Mulugeta, 2020), employee performance (Saffar and Obeidat, 2020), innovation performance (Kim et al., 2012), market and financial performance (Macinati, 2008), and aggregate firm performance (Kemboi, 2016; Bethelhem, 2019), while others report negative/insignificant results (Adza-Awude, 2012; Abdi, 2018). Based on the literature reviewed, the study proposes the following hypothesis.

→ *H₄: There is positive significant effect of training on organizational performance.*

2.2.5. Continuous improvements and organizational performance

Continuous improvement endorsed by organizations stimulates organizational members for innovations and quality performance (Prajogo and Sohal, 2003). Kiprotich (2018) argued that continuous improvement significantly affects every indicator of the company's operational performance and thereby increase organizational competitiveness. Similarly, Kemboi (2016) indicated that continuous improvement was the only practice that brings about and sustains organizational productivity, which in turn is one of the indicators of operational performance according to Salaheldin (2009). Other studies also found a direct and positive effect of continuous improvement on operational performance (Agus, 2005; Arnold, 2014; Olepein, 2015; Salah, 2018). From the above discussion it is observed that the literature supports the relationship between continuous improvement and organizational performance. Based on the literature reviewed, the study proposes the following hypothesis.

→ *H₅: There is positive significant effect of continuous improvements on organizational performance.*

2.3. Literature Gap

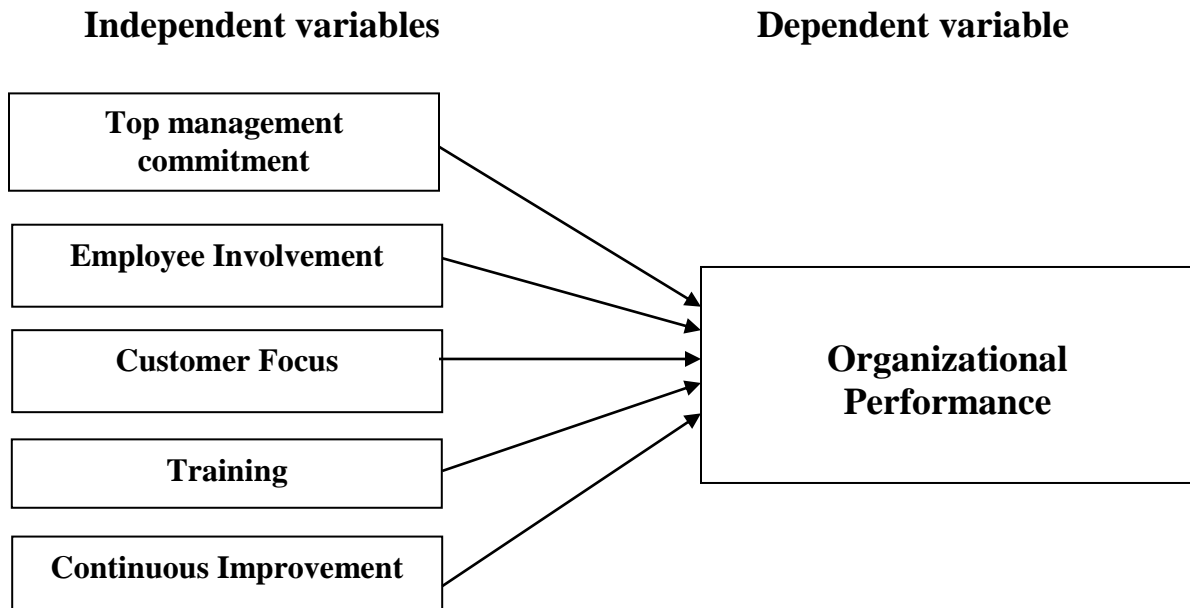
It could be seen from the above explained empirical literatures that the impact of total quality management implementation on the organizational performance provides mixed evidences and inconclusive. Thus, it is important to consider that research on total quality management

implementation and its effect on the organizational performance have no or inadequate systematic evidence with globally accepted results. Although most of the results of the previous studies were positive (Arawati, et al., 2009; Eunice, 2016; Kiprotich, 2018; and Mulugeta, 2020), some of the results were negative or nonsignificant (Adza-Awude, 2012; Rula, 2017; Abdi, 2018). Therefore, it brings an open ground for the researchers, academicians, professionals and supervisors to know empirically the impact of total quality management implementation on the organizational performance. Furthermore, from the reviewed relevant literature, it was evident that very few studies have been found to empirically examine the effects of total quality management implementation on the organizational performance in Ethiopia specifically with in context of hospital and health services. The study therefore aims to fill this gap of literature by studying the relationship between total quality management implementation and organizational performance with a special reference to Hallelujah General Hospital.

2.4. Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Kombo & Tromp, 2009). It is a research instrument that helps a researcher to develop awareness and understanding of the situation under inquiry and to communicate it. Figure 2.1 present the conceptual framework of the study which adopted from Kiprotich (2018) and Androwis, et al. (2018).

Figure 2. 1 Conceptual Framework



Source: (Kiprotich, 2018; Androwis, et al., 2018)

In this framework, total quality management practice is independent variable and organizational performance is dependent variable. In this study, total quality management is perceived as a multidimensional construct composed of five practices, namely: top management commitment to quality, employee involvement, customer focus, training, and continuous improvement.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

In this chapter, the researcher describes the procedures to ensure a methodical and well-informed investigation, focusing on sampling procedure, data collection and analysis methods. Data collection instruments and procedures are discussed as well as the target population and sampling procedures.

3.2. Research Approach

Regarding the research approach, the study employed quantitative approach because the study requires an analysis of the total quality management components which impact on organizational performance in Hallelujah General Hospital. This is because relationships among variables statistically tested, which required a quantitative approach. In quantitative approach numerical data was used for analyzing the data using statistical tools such as, descriptive statistical methods like: frequency, mean, standard deviation and inferential statistical methods such as: simple correlation and multiple regressions.

3.3. Research Design

The choice of research design depends on objectives that the researchers want to achieve (Newing, 2011). The primary aim of this study was to examine to examine the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital. To achieve this objective, the study employed descriptive as well as explanatory type of research design through survey questionnaire. Lavrakas (2008) describes a descriptive survey research design as a systematic research method for collecting data from a representative sample of individuals using instruments composed of closed-ended and/or open-ended questions. It is one of the most widely used non-experimental research designs across disciplines to collect large amounts of survey data from a representative sample of individuals sampled from the targeted population. More so, the study also used explanatory research design in order to empirically test the relationship between the independent and dependent variables. Explanatory research design helps to understand the nature of the relationship between the

independent and dependent variables. The purpose of using explanatory research was to know the cause and effect of quality management practices on organizational performance.

3.4. Population and Sample Procedure

According to Lavrakas (2008), population is any finite or infinite collection of individual elements. Since the aim of this study was to obtain actual information about Hallelujah General Hospital, the study was focused on part of the target population. The target population for this research composed of the total number of employees working in Finance, General practitioners, Nurse, Pharmacy, Laboratory, Quality assurance, Janitor and Medical Doctor of Hallelujah General Hospital in total population are 182 which constitutes the target population of the study. Considering the small number of study population, this research was implemented census survey and questionnaires were distributed to all employees regardless of their position and educational status as well as the type of work they are enrolled in. Therefore, the researcher did not need to apply sample determination and selection techniques (Creswell, 2003).

3.5. Data Sources and Data Collection Method

The necessary data for this study was collected from both primary and secondary sources. According to Kothari (2004), Primary data are fresh data that are gathered for the first time and thus happened to be original in character. Louis, Lawrence and Morrison (2007), describes primary data as those items that are original to the problem under study while Ember and Ember (2009). The study utilized questionnaire as major instrument for collecting primary data. A questionnaire was preferred because of its convenience and ease of administration. In view of the advantages and the need to gather more information, questionnaire was administered to employees to solicit their views concerning the effect of total quality management practices on organizational performance.

The classification of the questionnaire was divided into three sections: (1) Demographic data of the respondent employees, (2) Questionnaires on total quality management practices and (3) Questionnaires on employee organizational performance. The demographic data was used to obtain information about members of staff of the company. For the purpose of measuring the total quality management practices, 32 item survey questionnaire was adopted from previous literature, which included five components, namely: top management commitment (6 items),

employee involvement (6 items), customer focus (8 items), Training (6 items) and continuous improvement (6 items). On the other hand, in order to measure the perception of employees towards their organizational performance, 8 item questionnaires is designed for this variable which is adopted from Olepein, (2015) and Salah, (2018). The questionnaire responses were expected to fall on the five-point Likert scale of (Strongly agree (5) Agree (4), Neutral (3), Disagree (2), StronglyDisagree (1).

3.6. Instrument Reliability and Validity

There is always more than one way to measure any variable, a researcher has to attempt to construct the best measure or measures for each variable. Considering this, data was first need to be analyzed to ensure instrument quality. Reliability and validity are the major criteria that were used to evaluate measurement.

3.6.1 Instrument Validity

According to Kothari (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. As stated in the methodology, questionnaires were used to collect the primary data. Meanwhile, the questionnaire was adopted from a different accredited source. Therefore, to assure the validity of the instrument the researcher gave a chance for professionals in the area to review the questionnaire, and a pilot test was conducted before distribution of the questionnaire at full scale and finally, it was validated by the advisor.

3.6.2 Instrument Reliability

In addition, reliability test was carried out in order to ensure the consistency of the instruments used in main administration. The study employed Cronbachs' alpha to assess reliability of the questionnaire. A reliability coefficient (alpha) of 0.70 is considered acceptable, reliable and recommended for new questionnaire. The reliability of the questionnaire was tested using the Cronbach's alpha correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS) software. Accordingly, reliability test result for all study variables were tested as depicted below.

Table 3. 1 : Reliability Test Result

| Variables | Cronbach Alpha | No. of Items |
|----------------------------|-----------------------|---------------------|
| Top Management Commitment | .710 | 6 |
| Employee Involvement | .817 | 6 |
| Customer Focus | .773 | 8 |
| Training | .923 | 6 |
| Continuous Improvement | .826 | 5 |
| Organizational Performance | .898 | 8 |

Source: (Own Survey, 2023)

As Tavakol (2001) stated that, there are different reports about the acceptable values of alpha, ranging from 0.70 to 0.95. Hence, the Cronbach ‘s alpha coefficient of all the above variables was fall within the stated range and concluded that there is consistency among each question in the questionnaire

3.7. Data Processing and Analyzing

Data collected through questionnaire was encoded into Statistical Package for Social Science (SPSS) version 22.0. Then, descriptive statistics and inferential statistical were conducted for the study. The descriptive statistical results were presented using tables, frequency distributions and percentages to give a condensed picture of the data. This was achieved through summary statistics, which includes the means, standard deviations values which will computed for each variable in this study. Besides, inferential statistics such as correlation analysis and multiple linear regression analysis was used to test the relationships and to determine the relative importance of each independent variable in explaining the variation organizational performance of Hallelujah General Hospital.

3.8. Ethical Consideration

One very important consideration a researcher must not overlook is the issue of ethics in research. The researcher in accordance with this took steps to make sure that no respondent or any participant in this research work is harmed in any way. First of all, the researcher avoids

contacting respondents on the blind side of the service providers. The researcher made sure that permission was sought and the aims and objectives of the study made known to the service providers as well as the respondents through introductory letters and cover letters respectively. Both service providers and respondents also were assured of the fact that the study only for the purposes of academics and not for any other dubious use. Participants were also not forced but rather encouraged to voluntarily participate. The researcher also makes sure that personal or demographic information will be kept confidential.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the discussions of the results the study. As mentioned earlier, the purpose of the study was to examine the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital. The first part presents an analysis of the demographic information such as gender, age, education, employee category and duration of work with on Hallelujah General Hospital. The second part explored finding from descriptive statistics regarding the data designed to respond to the research question. Then, results and discussions from correlation analysis and multiple linear regressions are presented.

4.1 Response Rate

Table 4.1 indicates the response rate. When distributing the questionnaire, the aim was to gather data from 182 employees of Hallelujah General Hospital.

Table 4. 1 : Response Rate

| Questionnaires distributed | Questionnaires returned | Questionnaires rejected | Usable Questionnaires | Response rate |
|----------------------------|-------------------------|-------------------------|-----------------------|---------------|
| 182 | 164 | 4 | 160 | 87.9 |

Out of 182 copies of the questionnaire distributed, 164 copies were returned. To make the raw data that was collected through questionnaire ready for conducting statistical analysis data cleaning was performed by checking the data for completeness and outliers. Thus, out of the 164 collected copies of questionnaire, 4 were rejected because they were incomplete. Nevertheless, the usable copies helped to achieve a response rate of 87.9%, which is considered very good response rate according to Mugenda (2003).

4.2 Demography Information of Respondents

This section presents general information of respondents. Respondents were asked about their gender, age, level of education attained, work position and tenure in present company. This

information helps the researcher to determine the ability of the respondent to contribute meaningfully to the investigation. The result is presented in Table 4.2.

Table 4. 2 General Information of the respondent

| Main factor | Factor level | Frequency | Percentage |
|---|------------------|-----------|------------|
| Gender | Male | 84 | 52.5 |
| | Female | 76 | 47.5 |
| | Total | 160 | 100 |
| Age | 18 – 29 years | 43 | 26.9 |
| | 30 - 40 years | 63 | 39.4 |
| | 41 - 50 years | 42 | 26.3 |
| | Over 50 years | 12 | 7.5 |
| | Total | 160 | 100 |
| Educational qualification | Secondary | 5 | 3.1 |
| | Diploma | 14 | 8.8 |
| | Degree | 91 | 56.9 |
| | Master and above | 50 | 31.3 |
| | Total | 160 | 100.0 |
| For how long have you been employed in this hospital? | Under 2 years | 14 | 8.8 |
| | 2 - 5 years | 58 | 36.3 |
| | 6 - 10 years | 70 | 43.8 |
| | above 10 years | 18 | 11.3 |
| | Total | 160 | 100.0 |

Source, (Own Survey, 2023)

Table 4.2 above shows the gender distribution of the respondents who participated in the study. Accordingly, 84(52.5%) were males while 76(47.5%) were females. This shows relatively that there is equal representation between the two sexes in the sample population. Generally, it is the reflection of the total population structure.

To maintain representativeness of the study’s sample population, sample elements were taken from diverse age structures of the sample companies’ employees. For the purpose of this research, they were classified into four age groups as depicted in Table 4.2. Respondents represented customers from a range of ages. The age distribution was 43 respondents (26.9%) were age between 18-29 years, 63 respondents (39.4%) were age between 30 - 39 years, 42 respondents (26.3%) age between 40 - 50 years, and the remaining 12 respondents (7.5%) were above 50 years. The different age groups were therefore well represented in the study. Of the four age classes, the first class is termed as the youth group and all the others are groups of the

adult population. From the adult population, the first age group 30-39 years of age is considered early adulthood, the 40-50 years represent middle adulthood and above 50 years of age represents late adulthood. Demographically, 29 years of age is considered the upper bound for the youth age group, and 30 years is the beginning of early adulthood. This implies that the sample organization has a youth and early adulthood dominated population structure. This is again a reflection of the total population.

In terms of educational qualification, the sample population was classified into four categories, ranging from secondary to highest academic qualification. Table 4.2 displays the different levels of educational qualification for the sample population along with their corresponding percentage. Regarding the educational qualification, 91(56.9%) of the respondents have First Degree, 50(31.3%) of the respondents have Master Degree and 14 respondents (8.8%) have Diploma, while the remaining 5(3.1%) have secondary education. This implies that almost all (97%) of respondents have achieved Diploma and above education level and hence they are able to simply fill the questionnaire and give their perception about the hospital total quality management practices.

Concerning the work experience of respondents in hospitals, 14(8.8%) of the sample population have worked for less than 2 years, 58(36.3%) worked for 2-5 years, 70(43.8%) worked for 6-10 years, and the remaining 18(11.3%) worked for more than 10 years. This implies that more than 90% of the respondents have more than two years of tenure in their current hospital and hence have an important insight about the hospital total quality management and organizational performance.

4.3. Total Quality Management (TQM) practices in HGH

The first specific objective of the study to was to assess the existing status of total quality management (TQM) practices in Hallelujah General Hospital (HGH). This section provides details on the current total quality management practice in Hallelujah General Hospital. The data contains key elements in each total quality management components which are drawn different literatures. The data were collected from questionnaires. Total quality management practices are composed of five dimensions namely top management commitment to quality, employee involvement, customer focus, training, and continuous improvement.

In line with the objective, here effort is made to analyze respondents view on the provided a five scale Likert types of questions. Respondents' feedbacks were captured along the 26 items were introduced to measure the study area under each of the five components of total quality management practices: top management commitment to quality, employee involvement, customer focus, training, and continuous improvement. In this regard the descriptive parts of this study were analyzed based on using a descriptive statistic of mean and standard deviation. Accordingly, the composite mean value shows the average of all respondents' perceptions on each question. While, standard deviation shows how diverse are the perceptions of respondents for a given questions. Standard deviation shows that how diverse are the responses of respondents for a given construct. High Standard Deviation means that the data are wide spread, which means that respondents give variety of opinion and the low standard deviation means that respondents express close opinion.

A range of mean was constructed by using itemized Likert rating scale. The researcher was used (Shrestha, 2015) guide to interpret the result which is presented in the Table 4.3. The mean of each individual item ranging from 1- 5 falls within the following interval:

Table 4. 3 : Descriptive statistics result interpretation guide

| Interval of Means | Interpretation |
|--------------------------|-----------------------|
| 1.00 – 1.80 | Very Low |
| 1.81 – 2.60 | Low |
| 2.61 – 3.40 | Medium |
| 3.41 – 4.20 | High |
| 4.21 – 5.00 | Very High |

Source: (Shrestha, 2015)

4.3.1. Top Management Commitment

Top management commitment is among the outstanding factors critical to the success of TQM implementation in any organization. Management commitment is very important when implementing a quality management system because it helps ensure that the quality management is well-supported and maintained. Top management must be willing to provide the necessary resources to support the quality management and ensure that employees are aware of its importance. Considering this, as one component of the quality management practices, the study

assesses the top management commitment in relation to quality management implementation. Based on these, questions were asked about the company top management commitment, the result were presented in Table 4.4.

Table 4. 4 : Respondents view on Top Management Commitment

| No. | statements | Mean | SD |
|-----|---|-------------|-------------|
| 1. | The Hospital top management actively participates in quality management activities. | 3.80 | .783 |
| 2. | The Hospital top management learns quality-related concepts and skills. | 3.97 | .677 |
| 3. | The Hospital top management strongly encourages employee involvement in quality management activities | 4.01 | .663 |
| 4. | The Hospital top management empowers employees to solve quality problems | 3.63 | .791 |
| 5. | The Hospital top management arranges adequate resources for employee education and training | 3.98 | .921 |
| 6. | The Hospital top management discusses many quality-related issues in top management meeting. | 4.23 | .926 |
| | Grand Mean | 3.94 | 0.79 |

Source: (Survey data, 2023)

As shown in the table 4.4, the grand means of top management commitment is 3.94, and this indicates that the overall perception of the respondents on this particular dimension is high. Top Management Commitment dimensions have 0.79 standard deviation which is an indication more consensus among respondents regarding their hospital’s top management commitment regarding TQM.

In terms of individual item, the item for top management commitment regarding TQM in hospital vary from the highest 4.23, for item “the Hospital top management discusses many quality-related issues in top management meeting” to the lowest (3.63) for item “the Hospital top management empowers employees to solve quality problems”. The highest respondent agrees on the Hospital top management discusses many quality-related issues in top management meeting, arranges adequate resources for employee education and training, learns quality-related concepts

and skills and actively participates in quality management activities. In general, the result revealed that the hospital top management are committed to their leadership and actively take part in the formulation and successful implementation of quality management strategies.

4.3.2. Employee Involvement

Employee involvement is one of the most important steps in quality management that involves a way to allow employee participation, the commitment on the part of the management to allow employees participate in decision-making and reflect a change in culture. Employee involvement viewed as a way to empower employees to take part in solving problems and making decisions in an organization (Eng and Yusof, 2003). In recognition of this facts, the study assesses the perception of respondents towards employee involvement in quality management program of the hospital based on six items. The mean score and standard deviation values are illustrated in Table 4.5.

Table 4. 5 : Respondents view on employee involvement

| No. | Statements | Mean | SD |
|-----|---|-------------|-------------|
| 1. | Employees are given chance to participate in decision making | 2.37 | .600 |
| 2. | Employees take part in designing quality improvement activities. | 2.46 | .652 |
| 3. | There is a clear communication channel between employee and senior managers | 2.46 | .699 |
| 4. | Employee’s opinions are listened to by senior managers | 2.49 | .971 |
| 5. | Employees are encouraged to work in teams by senior managers. | 3.37 | .874 |
| 6. | Employees participate in quality improvement activities. | 3.42 | .630 |
| | Average | 2.76 | 0.73 |

Source: (Survey data, 2023)

As shown in the table 4.5, the grand mean response for employee involvement in quality management program of the hospital is 2.86, which is considered low. The finding thus showed that employees’ involvement in quality management program of the hospital found in low level. Employee involvement has 0.73 standard deviation which is an indication there are more consensus on the response among respondents regarding the employee involvement.

In terms of individual items, the question for measuring whether employees are given chance to participate in decision making got the lowest mean (2.37). Similarly, item whether employees take part in designing quality improvement activities got low mean (2.46). The result also revealed that there is lack of clear communication channel between employee and senior managers, which got the mean value of 2.46. Therefore, the finding has shown as Hallelujah General Hospital need to improve the employee involvement in intertwining, designing and implementation of quality management program of the hospital. The emphasis throughout all stages of TQM implementation should be involving all employees in all aspects of the organizations.

4.3.3. Customer Focus

Focusing on customers is stressed by most authors of TQM literature to be an important part of TQM. Customer focus is the extent to which an organization continuously satisfies customer needs and expectations. Organizations should understand customers' demands and wants work to meet their requirements to satisfy customers and at the same time achieve organizational goal and missions. Considering this, as one component of the quality management practices, the study assesses the customer focus in relation to quality management implementation. Based on these, questions were asked about the customer focus, the result were presented in Table 4.6.

Table 4. 6: Respondents view on Customer Focus

| No | Statements | Mean | SD |
|----|---|-------------|-------------|
| 1. | Employees are trained on customer focus practices. | 2.60 | .803 |
| 2. | Attention to customer needs is key to organizational success. | 3.80 | .486 |
| 3. | The organization always meets customers need and expectations. | 3.42 | .687 |
| 4. | Customer complaints are given priority by the organization. | 3.36 | .820 |
| 5. | The organization performs market research to find out customer needs. | 2.80 | .853 |
| 6. | Customers have clear channels of communication with the organization. | 3.07 | .636 |
| 7. | When the customer succeeds the organization succeeds. | 3.43 | .567 |
| 8. | Employees derive satisfaction from fulfilling customer expectation. | 2.79 | .832 |
| | Grand Mean | 3.16 | 0.71 |

Source: (Survey data, 2023)

As shown in the table 4.6, the grand means for customer focus is 316, and this indicates that the overall perception of the respondents on this particular dimension is moderate. Customer focus dimensions have 0.71 standard deviation which is an indication more consensus among respondents regarding their hospital's customer focus practices.

In terms of individual item, the item for measuring customer focus in hospital vary from the highest 3.83, for item "attention to customer needs is key to organizational success" to the lowest (2.60) for item "employees are trained on customer focus practices". The highest respondent agrees on attention to customer needs is key to organizational success, the organization always meets customers need and expectations, and customer complaints are given priority by the organization. However, there are shortcoming in terms of providing employees training on customer focus practices, which got mean value of 2.6. Likewise, the mean value for whether employees derive satisfaction from fulfilling customer expectation is 2.79, and mean value for whether the organization performs market research to find out customer needs is 2.8, indicating shortcoming in these areas.

Overall, the findings indicated that while the hospital makes an effort to provide excellent care to its patrons, there is still room for improvement. To this end, the hospital needs to measure and satisfy the needs of its customers on a regular basis by providing employees training on customer focus practices and using methods like market research, and comparing competitors can be used to collect information.

4.3.4. TQM Training

The respondents were also asked to rate their opinion concerning the TQM training. TQM firms should give necessary training to all their employees to improve their proficiencies in their tasks. Effective training in management and improvement in quality bring success for the firms. Employees' effective knowledge and learning capability will provide sustainability of quality management in the firm (Olepein, 2015). Training should be given to all employees based on the results of the training needs assessment (Criado & Calvo, 2009). The summary of their responses to specific questions, as revealed by the results is presented in Table 4.7.

Table 4. 7 : Respondents view on the TQM training

| No | Statements | Mean | STD |
|----|---|-------------|-------------|
| 1. | The Hospital has well designed training policies for employees | 2.43 | .659 |
| 2. | Employees are continuously trained to enhance internal quality performance | 2.43 | .669 |
| 3. | The Hospital has pre-defined adequate budget for training programs | 2.47 | .735 |
| 4. | Hallelujah General Hospital provide external training for all employees | 2.44 | .680 |
| 5. | I often asked the Hospital provides the training that are directly related to their work. | 2.51 | .735 |
| 6. | The Hospital evaluates the performance of employees after trainings have delivered. | 2.33 | .678 |
| | Grand Mean | 2.43 | 0.69 |

Source: (Survey data, 2023)

As shown in the Table 4.7, the grand mean response for the provision of TQM training is 2.43. According to Shrestha (2015), this considered to be low. This in turn indicated that employees are not get appropriate training regarding the total quality management program of the hospital. The TQM training has 0.69 standard deviation which is an indication there are general agreement on the response among respondents regarding the training practice of the hospital.

In terms of individual item for measuring provision of training, the responses for all items were below average from the highest 2.51, for item measuring whether employees often asked Hallelujah General Hospital provides the training that are directly related to their work to the lowest (2.33) for item measuring whether the hospital evaluates the performance of employees after trainings have delivered. Specifically, the finding revealed that there are limitations in terms of providing employees with continuous training to enhance internal quality performance and shortcomings in terms of allocating pre-defined adequate budget for training programs

Therefore, the finding has shown Hallelujah General Hospital need to improve its practices in terms of providing staff training to maintain high level of quality through the best use of talents and activities of an organization entire workforce. It is an essential part of TQM implementation,

especially in services as it explores the knowledge to employees about the principles and core concept of TQM to achieve desired goals.

4.3.5. Continuous Improvement

The other major component of quality management is continual improvement. Continuous improvement (CI) is a method for improving every facet of a company's operations and increasing competitiveness by developing a company's resources (Anne, 2000). Continual improvement leads to improved and higher quality processes. Continual improvement also ensures companies find new ways and techniques in producing better quality products, production, be more competitive, as well as exceed customer expectations. On account of this fact, the study assesses the perception of employees towards continuous improvement practices in their hospital based on six items. The result of mean score value and standard deviation presented the table 4.8.

Table 4. 8 : Respondents view on the continuous improvement

| No. | Statements | Mean | SD |
|-----|---|-------------|-------------|
| 1. | The Hospital staff review quality issue in top management meeting | 3.27 | 1.114 |
| 2. | Quality data are used to evaluate managerial performance | 3.61 | .778 |
| 3. | Managers assume active roles as facilitators of continuous improvement, coaches of new methods, mentors and leaders of empowered employees. | 3.80 | .791 |
| 4. | Hallelujah General Hospital has assessments and improvement of processes, practices and services | 3.77 | .763 |
| 5. | Feedback provided to employees on their quality performance. | 3.75 | .718 |
| | Average | 3.64 | 0.83 |

Source: (Survey data, 2023)

As shown in the table 4.8, the grand mean response for continuous improvement is 3.64 that indicates that the overall perception of the respondents on this particular dimension is good. The result also illustrated the continuous improvement has 0.83 standard deviation which is an indication there are more consensus on the response among respondents regarding the continuous improvement practice.

In terms of individual item for measuring the continuous improvement, the responses vary from the highest 3.80, for item measuring whether managers assume active roles as facilitators of continuous improvement, coaches of new methods, mentors and leaders of empowered employees to the lowest (3.27) for item measuring whether the hospital staff review quality issue in top management meeting. The highest respondent agrees on the Hospital has assessments and improvement of processes, practices and services; quality data are used to evaluate managerial performance; managers assume active roles as facilitators of continuous improvement and feedback provided to employees on their quality performance. In general, the result revealed that the hospital is applies continual improvement principle to ensures the hospital find new ways in producing better quality service, be more competitive, as well as fulfil customer expectations.

4.4. Organizational Performance

The respondents were also asked to rate their opinion concerning organizational performance of Hallelujah General Hospital. As organizational performance is multi-construct, the study measure organizational performance in terms of financial metrics (growth of sales, return on investment), marketing metrics (growth of market share) and non-financial metrics (customer satisfaction, service quality, reputation and brand image). The summary of their responses to specific questions, as revealed by the results, is presented in Table 4.9.

Table 4. 9 : Respondents opinion on organizational performance

| No. | Statements | Mean | STD |
|-----|---|-------------|-------------|
| 1. | Hallelujah General Hospital improve its profitability from time to time | 3.45 | .957 |
| 2. | The hospital market share is significantly increasing. | 3.27 | .846 |
| 3. | Growth of return on investment is significantly increasing. | 3.55 | .815 |
| 4. | The Hospital introduce new products and services from time to time. | 3.31 | .832 |
| 5. | The Hospital improve continuous operation and improvement activates. | 3.71 | .857 |
| 6. | The satisfaction of customers has improved over the years. | 3.69 | .665 |
| 7. | Hallelujah General Hospital service quality has improved over the year. | 3.64 | .901 |
| 8. | The reputation and brand image of the hospital has improved. | 3.61 | .978 |
| | Grand Mean | 3.53 | 0.85 |

Source: (Own Survey, 2023)

The grand mean score for general staffs' opinion on their hospital organizational performance was 3.53 on a 5-point scale. This would indicate that the hospital overall performance has considered to be pretty-high. The average standard deviation was 0.86, indicating that at least 68% of the responses were within one standard deviation of the mean.

In terms of specific performance indicators, the statement that the Hospital improve continuous operation and improvement activates has the greatest mean value (3.71), while the statement that the satisfaction of customers has improved over the years has got mean value (3.69). Statement on whether the hospital service quality has improved over the year got mean value (3.64) and statement on whether reputation and brand image of the hospital has improved also got high mean value (3.61).

On other hand, statement whether the hospital market share is significantly increasing has the lowest mean value (3.27) followed by statement about whether the Hospital introduce new products and services from time to time, which got mean value (3.13). Statement on whether growth of return on investment is significantly increasing got mean value (3.51). These results indicated that the Hallelujah General Hospital performance in terms of non-financial parameter (customer satisfaction, service quality, reputation and brand image) is relatively high when comparing with financial performance indicators like growth of sales, return on investment, marketing metrics (growth of market share). Thus, Hallelujah General Hospital needs to give adequate emphasis on financial as well as financial performance measures.

4.5. Correlation Analysis

This section describes the correlation analysis that was derived from the collected data and models. The study sought to assess whether there is significant relationship between TQM dimensions and organizational performance of Hallelujah General Hospital. Accordingly, the study conducted correlation analysis to test the strength of relationship or association between the research variables from the primary data. Correlation is the measure of the relationship or association between two continuous numeric variables (Kothari, 2004). The value of correlation coefficient ranges between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear. A correlation of -1 indicates that two variables are negatively linearly related and a correlation coefficient of 0 indicates that there is no linear relationship between two variables. The study used Bartz (2009) guide to interpret the correlation

result. According to Bartz (2009) Correlation Coefficient greater than 0.8 was considered very high, 0.6 – 0.8 is high, 0.4 – 0.6 is moderate and 0.2 – 0.4 is low and below 0.2 was considered as very low.

Table 4. 10 : Correlation Analysis

| | | Organizational Performance |
|----------------------------|---------------------|----------------------------|
| Top management commitment | Pearson Correlation | .735** |
| | Sig. (2-tailed) | .000 |
| Customer Focus | Pearson Correlation | .681** |
| | Sig. (2-tailed) | .000 |
| Continuous Improvement | Pearson Correlation | .612** |
| | Sig. (2-tailed) | .000 |
| Training | Pearson Correlation | .464** |
| | Sig. (2-tailed) | .000 |
| Employee involvement | Pearson Correlation | .333** |
| | Sig. (2-tailed) | .000 |
| | N | 160 |
| Organizational Performance | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 160 |

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

Source, (Survey data, 2023)

The correlation result shows that there are positive and significant relationship between the all the five TQM dimensions (top management commitment to quality, employee involvement, customer focus, training, and continuous improvement) and organizational performance of Hallelujah General Hospital. The results show top management commitment to quality was positively correlated to organizational performance with a Pearson’s Correlation Coefficient of $r = 0.735$ at level of significance of 0.000. This relationship is considered high. The results also revealed that there is a strong and positive correlation between customer focus and organizational performance with a Pearson’s Correlation Coefficient of $r = 0.681$. This relationship is also considered high. Similarly, the results also revealed that there is a strong and positive correlation between continuous improvement and organizational performance with a Pearson’s Correlation Coefficient of $r = 0.612$. This relationship is also considered high.

On other hands, the results also revealed that there is a positive relationship between training and organizational performance with a Pearson's Correlation Coefficient of $r = 0.464$. This relationship is considered moderate. Lastly, employee involvement has lowest relationship with organizational performance with a Pearson's Correlation Coefficient of $r = 0.333$. This relationship is considered low. Over all, the result illustrated that all the five TQM dimensions are positively and significantly correlated with organizational performance of Hallelujah General Hospital.

4.6. Analysis of Regression Results

The main objective of study was to investigate the effect of TQM on organizational performance of Hallelujah General Hospital. This was done through regression analysis. According to Zikmund, et al. (2009), regression analysis is another technique for measuring the linear association between a dependent and an independent variable. Regression is a dependence technique that makes a distinction between dependent and independent variables. Thus, with simple regression, a dependent (or criterion) variable, Y, is linked to an independent (or predictor) variable, X. linear regression is used when we want to predict the value of a variable based on the value of another variable. Thus, in this study to identify TQM dimensions (independent or predictor variable) that significantly influence organizational performance of Hallelujah General Hospital (dependent or criterion variable) linear regression test has been performed. However, before directly going to present the result of the regression analysis, the result of assumption tests is presented hereafter.

4.6.1. Assumptions Tests

Multiple linear regressions are based on the assumptions of Ordinary Least Square (OLS). When one decides to analyze data by means of multiple regressions, part of the process involves checking to make sure that the data need to analyze can in fact be analyzed using multiple regression. To draw conclusions about a population based on a regression analysis done on a sample, according to Field (2009) the following assumptions: variable types, outlier, leverage and influential points, non-zero variance, linearity, no perfect multicollinearity, independent error and homoscedasticity must be true. So, in the following section necessary diagnostic tests were carried out on the variables.

i. Normality Test

Normality is the assumptions in linear regression that assumes residuals (errors) are approximately normally distributed. This study used Shapiro-Wilk (1965) test to find out whether the error term is normally distributed or not. Shapiro and Wilk test which was used to test the null hypothesis that the error term is normally distributed versus the alternative that the error term is not normally distributed. The decision is that if the p-value is less than the chosen alpha level ($\alpha = 0.05$), then the null hypothesis is rejected. On the contrary, if the p-value is greater than the chosen alpha level, then the null hypothesis that the data came from a normally distributed population cannot be rejected. As indicated in Table 4.11, the p-value for fitted values of residual of dependent variables organizational performance is 0.1260, which is above cut-point value of 0.05 indicating that data is normally distributed.

Table 4. 11 : Shapiro and Wilk test for Normality

| Variable | Obs. | w | V | Z | Prob>z |
|----------------------------|------|--------|-------|-------|--------|
| Organizational performance | 160 | 0.9886 | 1.267 | 1.535 | 0.1260 |

Source: (Survey Data, 2023)

However, since the test may be biased by sample size, as the test may be statistically significant from a normal distribution in any large samples. Thus, a histogram is required for verification in addition to the test (Asghar & Saleh, 2012). When testing for normality using a histogram, the general approach is to assess whether the data distribution appears approximately bell-shaped and symmetric around the mean. As indicated in Figure 4.1, the data distribution appears approximately bell-shaped and symmetric around the mean, indicating no violation of normality assumption.

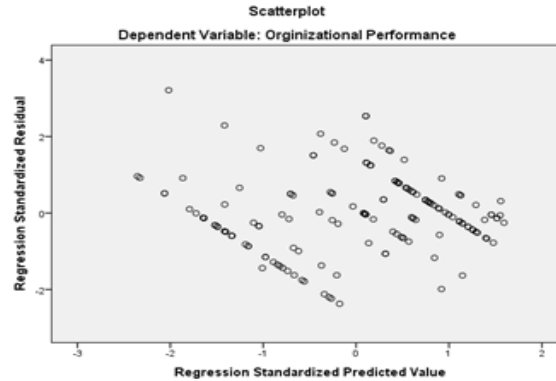


Figure 4. 2: Scatter Plot for for heteroscedasticity test

Source: (SPSS Output, 2023)

iii) Multicollinearity Test

According to Myers (1990), multicollinearity refers to very high inter-correlation among predictor variables. A perfect linear relationship among the independent variables implies difficulty of computing unique estimates for a regression model. Variance inflation factor (VIF) was used to check the seriousness of multicollinearity among explanatory variables. As a rule of thumb, multi-collinearity is a potential problem when VIF is greater than 5; and, a serious problem when it is greater than 10 (Field, 2013). Table 4.12 present the collinearity statistics of the predictor variables. The results indicated the collinearity statistics were within the allowable values. The observed variance inflation factor (VIF) values from all predictor variables were less than 5, and the tolerance values were below 1.0, indicating an absence of multicollinearity.

Table 4. 12: Multicollinearity test for the Study Variables

| Model | | Collinearity Statistics | |
|-------|---------------------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | top management commitment | .636 | 1.572 |
| | Customer Focus | .555 | 1.800 |
| | Continuous Improvement | .632 | 1.582 |
| | Training | .760 | 1.316 |
| | Employee involvement | .827 | 1.209 |

Source, (Survey data, 2023)

iv) Linearity

The linearity assumption in multiple regression analysis assumes that the dependent variable and each of the independent variables, as well as the dependent variable and the independent variables collectively, must have a linear relationship (Asghar & Saleh, 2012). Thus, a P-P Plot is required to test linearity. A P-plot is a graphical method used to assess the assumptions of linearity in regression models. It involves plotting the cumulative frequency of the distribution of standardized residuals against the probability scale. If the data have a linear relationship the plot should show a smooth curve that follows a straight line. Deviations from the line indicate a lack of linearity. As indicated in Figure 4.3, the data points lay in a straight diagonal line from bottom left to top right, indicating no violation of normality assumption.

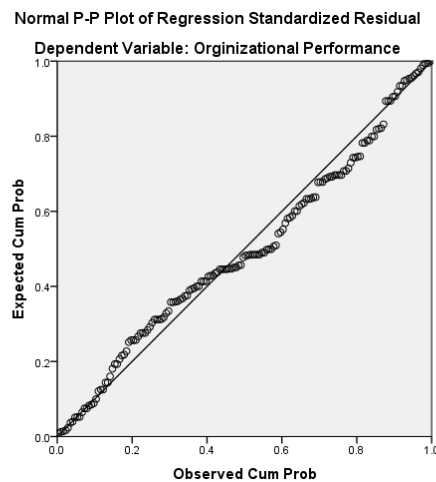


Figure 4. 3 : Normal P-P Plot for Linearity Test

Source: (SPSS Output, 2023)

4.6.2. Analysis of Regression Results

The study conducted multiple linear regression analysis to identify TQM dimensions that affecting organizational performance of Hallelujah General Hospital. Accordingly, a standard multiple regressions was performed with top management commitment to quality, employee involvement, customer focus, training, and continuous improvement as the independent variables and organizational performance as dependent variable. The result of the regression analysis is presented hereafter.

4.6.2.1. Model Summary

Coefficient of determination explains the percentage of variation in the dependent variable (organizational performance) that is explained by all the five independent variables (top management commitment to quality, employee involvement, customer focus, training, and continuous improvement). The table 3.13 below preset the model summary.

Table 4. 13 : Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .841 ^a | .708 | .698 | .52793 | 2.205 |

a. Predictors: (Constant), Employee involvement, Training, Continuous Improvement, top management commitment, Customer Focus

b. Dependent Variable: Organizational Performance

Source: (Survey data, 2023)

As indicated in the above Table 3.15, R has a value of 0.841, representing the simple correlation between the five independent variables (top management commitment to quality, employee involvement, customer focus, training, and continuous improvement) and organizational performance of Hallelujah General Hospital. R^2 on the other hand explains the percentage of variation in organizational performance of Hallelujah General Hospital that is explained by the five variables. The result shows that the five independent variables: top management commitment to quality, employee involvement, customer focus, training, and continuous improvement that were studied explain 69.8% of variation organizational performance of Hallelujah General Hospital as represented by the R^2 value. The remaining 30.2% of the variability in organizational performance of Hallelujah General Hospital is left unexplained by the explanatory variables used in the study.

4.6.2.2. ANOVA Interpretation

The result in ANOVA Table 3.14 shows that the sum of squares of the regression is 104.008 at 5 degrees of freedom and a mean square of 20.802. The residual sum of squares is 42.922 with 154 degrees of freedom and mean square value of .279. The test for the joint significant which is given by $[F(5,154) = 74.635; p = .001]$, it is statistically significant. This imply that the independent variables, that are top management commitment to quality, employee involvement,

customer focus, training, and continuous improvement considered were relevant in explaining organizational performance of Hallelujah General Hospital.

Table 4. 14 : ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 104.008 | 5 | 20.802 | 74.635 | .000 ^b |
| | Residual | 42.922 | 154 | .279 | | |
| | Total | 146.930 | 159 | | | |

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee involvement, Training, Continuous Improvement, top management commitment, Customer Focus

Source; (Survey data, 2023)

4.6.2.3. Regression Coefficients

The findings in Table 3.15 show the coefficients of the regression. According to the findings, three out of five TQM dimensions (top management commitment to quality, customer focus, and continuous improvement) are significant in predicting the organizational performance of Hallelujah General Hospital since the p values are less than 0.05. Whereas employee involvement and training are not significantly affecting the organizational performance of Hallelujah General Hospital since the p values are not less than 0.05.

Table 4. 15: Coefficients for independent variables

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -1.472 | .315 | | -4.672 | .000 |
| | Top management commitment | .488 | .058 | .457 | 8.378 | .000 |
| | Customer Focus | .564 | .107 | .309 | 5.288 | .000 |
| | Continuous Improvement | .300 | .079 | .208 | 3.798 | .000 |
| | TQM Training | .118 | .082 | .072 | 1.441 | .152 |
| | Employee involvement | .001 | .090 | .001 | .013 | .989 |

a. Dependent Variable: Organizational Performance

Source: (Survey data, 2023)

The result of regression analysis indicated that compared to the other TQM dimensions, customer focus has relatively the highest positive effect on organizational performance of Hallelujah General Hospital (beta =.564) and t value of 5.288, which is significant at 0.00. This

is followed by top management commitment which caused a positive and significant effect on organizational performance of Hallelujah General Hospital with a beta value (beta =.488) and t value of 8.378, which is also statistically significant at 0.00. Thirdly, continuous improvement has also positive and significant effect on organizational performance of Hallelujah General Hospital with a beta value (beta =.300) and t value of 3.798, which is also statistically significant at 0.00. However, employee involvement, and training is not significant effect on organizational performance of Hallelujah General Hospital as it is not statistically significant at 0.05. This is mainly due to the fact that as revealed in descriptive statistic the level of employee involvement and training is low in the organization. Using the results of the above multiple regression table, the following regression equation is formulated, and it shows the exact percentage change between predictors and criteria.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where Y represent organizational performance of Hallelujah General Hospital, while X₁, X₂, X₃, X₄ and X₅ represent the independent variables which are: top management commitment to quality, employee involvement, customer focus, training, and continuous improvement. β_0 is the constant, while β_1 , β_2 , β_3 , β_4 and β_5 represent corresponding coefficients or parameters for the respective independent variables to be estimated and e represent the error term that captures all relevant variables not included in the model. Taking in to consideration the results from Table 4.12 the regression equation for the Study becomes.

$$Y = 0.488X_1 + 0.564X_2 + 0.300X_3 - 1.472$$

As it is shown in the above equation the degree of the effect exerted on TQM dimensions differs from variable to variable. Therefore, the higher beta value signifies a stronger correlation with the dependent variable. The equation interpretation is that holding others factor constant,

- ➔ One unit change in top management commitment to quality results in a 0.488-unit change in organizational performance of Hallelujah General Hospital,
- ➔ One change in customer focus resulted in 0.564-unit change in the organizational performance of Hallelujah General Hospital
- ➔ One unit change in continuous improvement results in a 0.118-unit change in organizational performance of Hallelujah General Hospital.

4.6 Hypothesis Test and Discussion of Findings

This research examines the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital. The study used multiple linear regression analysis to determine the statistical relationship between the independent and dependent variables. All the five alternative hypotheses as stated in chapter two of this study were tested using multiple linear regression models and the hypotheses test result is summarized in Table 4.16.

Table 4. 16 : Summary of hypotheses testing

| Hypotheses | Beta | t-statistics | Sig. | Decision |
|--|------|--------------|------|----------|
| H1: There is positive significant effect of top management commitment on organizational performance. | .488 | 8.378 | .000 | Accepted |
| H2: There is positive significant effect of employee involvement on organizational performance. | .001 | .013 | .989 | Rejected |
| H3: There is positive significant effect of customer focus organization on organizational performance. | .564 | 5.288 | .000 | Accepted |
| H4: There is positive significant effect of training on organizational performance. | .118 | 1.441 | .152 | Rejected |
| H5: There is positive significant effect of continuous improvements on organizational performance | .300 | 3.798 | .000 | Accepted |

Source: (Field data, 2023)

Hypothesis 1: There is positive significant effect of top management commitment on organizational performance.

Conclusion: accepted the formulated hypothesis since as show on Table 4.18 the t-statistics for top management commitment is 8.378, which was significant at 0.00 and it has positive Beta coefficient ($\beta=.488$); hence, accepted the formulated hypothesis. This means that the top

management commitment has a positive effect on organizational performance of Hallelujah General Hospital. It indicates that where other explanatory variables remain constant top management commitment has a positive influence on organizational performance of Hallelujah General Hospital and implies that when the top management commitment improved by 1 unit, the organizational performance of Hallelujah General Hospital will increase by 0.488 unit.

This result is consistent with many studies which have been conducted in different countries context. Previous studies have found that top management commitment positively affects operational performance (Arawati, et al., 2009; Eunice, 2016), innovation performance (Kiprotich, 2018; and Mulugeta, 2020), and overall firm performance (Kemboi, 2016; Bethelhem, 2019). According to Ahuja (2009), top management can influence achievement of manufacturing performance advancements by putting in place structures for QM implementation, setting up just reward and recognition structure in the organization and ensuring that resources for managing change in the organization are available on time.

Hypothesis 2: There is positive significant effect of employee involvement on organizational performance.

Conclusion: reject the formulated hypothesis since as shown on Table 4.18, even if the regression coefficient for employee involvement is positive, its t-statistics value is .013, which is not significant at 5% and this was contrary to the researcher's expectations. Unlike the present finding, most of previous studies have found that employee involvement positively affects operational performance (Kiprotich, 2018; Kemboi, 2016; and Mulugeta, 2020), and overall firm performance (Androwis, et al., 2018; and Bethelhem, 2019). This study found no significant impact of employee involvement on organizational performance. This could be attributed to the low level of employee involvement in the organization, as indicated by descriptive statistics. Therefore, the finding has shown as Hallelujah General Hospital needs to improve the employee involvement in designing and implementation of quality management program of the hospital. The emphasis throughout all stages of TQM implementation should be involving all employees in all aspects of the organizations.

Hypothesis 3: There is positive significant effect of customer focus organization on organizational performance.

Conclusion: accepted the formulated hypothesis since as show on Table 4.18 the t-statistics for customer focus is 5.288, which was significant at 0.00 and it has positive Beta coefficient ($\beta=0.564$); hence accepted the formulated hypothesis. This means that customer focus has a positive effect on organizational performance of Hallelujah General Hospital. It indicates that where other explanatory variables remain constant, customer focus has a positive influence on organizational performance of Hallelujah General Hospital and implies that when the customer focus improved by 1 unit, the organizational performance of Hallelujah General Hospital will increase by 0.564 units.

This result is consistence with many studies which have undertaken with different countries. In the study which undertakes in Tanzania by David (2019); it is revealed that customer focus activities positively affect corporate organizational performance. Previous studies have found that customer focus positively affects operational performance (David, 2019), and aggregate firm performance (Macinati, 2008; Sadikoglu & Zehir, 2014). The finding is also similar to those of Saffar and Obeidat (2020), who found that customer focus program tend to focus on customer expectations at the firm level, which helps enhance organizational performance. By the aid of successful customer focus efforts, production can be arranged with respect to the customers' needs, expectations, and complaints. This encourages firms to produce high quality and reliable products/services on time with increased efficiency and productivity.

Hypothesis 4: There is positive significant effect of training on organizational performance

Conclusion: reject the formulated hypothesis since as show on Table 4.13, even if the regression coefficient for training is positive (0.118), its t-statistics value is 1.441, which is not significant at 5% and this was contrary to the researcher's expectations. According to the literature, Effective training in management and improvement in quality bring success for the firms (Kemboi, 2016). Most studies report that training is positively related to operational performance (Kemboi, 2016; and Mulugeta, 2020), employee performance (Saffar and Obeidat, 2020), innovation performance (Kim et al., 2012), market and financial performance (Macinati. 2008), and aggregate firm performance (Kemboi, 2016; Bethelhem, 2019).

Unlike to previous study findings, this finding suggests that although the regression coefficient for training is positive as indicated in the literature, it does not significantly influence organizational performance of Hallelujah General Hospital. This finding is consistent with Adza-Awude, (2012) and Abdi (2018) who found insignificant results. The insignificant effect training on organizational performance of Hallelujah General Hospital may due the fact that the organization has not provided appropriate and sufficient trainings for employees.

Hypothesis 5: There is positive significant effect of continuous improvements on organizational performance.

Conclusion: accepted the formulated hypothesis since as show on Table 4.18 the t-statistics for continuous improvements is 3.798, which was significant at 0.00 and it has positive Beta coefficient ($\beta=.300$); hence accepted the formulated hypothesis. This means that the continuous improvements have a positive effect on organizational performance of Hallelujah General Hospital. It indicates that where other explanatory variables remain constant, continuous improvements has a positive influence on organizational performance of Hallelujah General Hospital and implies that when the continuous improvements practices improved by 1 unit, the organizational performance of Hallelujah General Hospital will increase by 0.300 unit.

This result is consistence with many studies which have undertaken with different countries. The findings of this research agree with the study conducted in Kenyan by Kiprotich (2018) who argued that continuous improvement significantly affects every indicator of the company's operational performance and thereby increase organizational competitiveness. Similarly, Kemboi (2016) indicated that continuous improvement was the only practice that brings about and sustains organizational productivity, which in turn is one of the indicators of operational performance. Other studies also found a direct and positive effect of continuous improvement on operational performance (Agus, 2005; Arnold, 2014; Olepein, 2015; Salah, 2018).

CHAPTER FIVE

5. SUMMARY OF FINDING, CONCLUSIONS AND RECOMMENDATIONS

In this chapter, the summary of findings, conclusions and recommendations of the study were discussed. The purpose of the study was to the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital. The presentation in the section followed was prepared around specific objectives of study.

5.1 Summary of Major Findings

The study was conducted with an aim to investigate the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital. The study aimed to answer the six research objectives which was mentioned in chapter one. To address these specific objectives, the literature on total quality management dimensions has been reviewed; and the survey questionnaire was prepared accordingly. The study sample had 182 questionnaires distributed and 160 were duly completed and returned for analysis. To maintain the data validity and robustness of the regressed result of the research, the most critical regression diagnostic tests consisting of normality, linearity, multicollinearity, heteroscedasticity and autocorrelation were tested. Then, multiple linear regression was used to test the hypotheses, and tests of significance using t- tests has indicated varying level of significance amongst the independent variables as well as when combined, against the dependent variable. The summary of findings of the study based on the specific research objective has been summarized as follows.

The first specific objective of the study aimed to assess the existing status of total quality management practices (TQM) in Hallelujah General Hospital. From the descriptive analysis of the study, concerning total quality management dimensions, the grand mean value of top management commitment is 3.94, indicates that the overall perception of the respondents on this particular dimension is high. Likewise, the grand mean value for continuous improvement is 3.61, indicating that the overall perception of the respondents concerning the continuous improvement practices are found in better condition. On other hand, the grand means value for customer focus is 3.16 that indicates the overall perception of the respondents concerning the customer focus is found in moderate level. The grand mean value for training and employee

involvement are 2.43 and 2.76, respectively, indicating that the overall perception of the respondents concerning the training and employee involvement practices are found in low level. Furthermore, the study found that the grand mean score for general staffs' opinion on their hospital performance was 3.53 on a 5-point scale. This would indicate that the hospital overall performance has considered to be pretty-high.

The second specific objective of the study aimed to examine the effect of top management commitment on organizational performance in Hallelujah General Hospital. With specific to this objective, the study found that top management commitment has positive and significant effect on organizational performance of Hallelujah General Hospital. This is supported by result from multiple linear regression analysis that showed top management commitment has positive and significant effect on organizational performance of Hallelujah General Hospital with a beta value (beta =.448). The test for significance was also showed that the effect was statistically significant. The findings from correlation analysis also revealed that the top management commitment has positive and high correlation ($r=0.735$) with organizational performance of Hallelujah General Hospital. This means that top management commitment has a higher potential of improving organizational performance of Hallelujah General Hospital so that managers/owners of hospital should therefore leverage on top management commitment and make it as tool for improving their organizational performance.

The third specific objective of the study aimed to analyze the effect of employee involvement on organizational performance in Hallelujah General Hospital. With specific to this research objective, the study found that employee involvement has not statistically significant effect on organizational performance of Hallelujah General Hospital. This is supported by result from multiple linear regression analysis that showed employee involvement has not statistically significant effect on organizational performance of Hallelujah General Hospital. This means that employee involvement is not significantly influencing organizational performance of Hallelujah General Hospital. This could be attributed to the low level of employee involvement in the organization, as indicated by descriptive statistics. Therefore, the finding has shown as Hallelujah General Hospital needs to improve the employee involvement in designing and implementation of quality management program of the hospital.

The fourth specific objective of the study aimed to investigate the effect of customer focus on organization performance in Hallelujah General Hospital. With specific to the second research objective, the study found that customer focus has positive and significant effect on organizational performance of Hallelujah General Hospital. This is supported by result from multiple linear regression analysis that showed customer focus has positive and significant effect on organizational performance of Hallelujah General Hospital with a beta value (beta =.564). The test for significance was also showed that the effect was statistically significant. The findings from correlation analysis also revealed that customer focus has significant positive and high correlation ($r=681$) with organizational performance of Hallelujah General Hospital. This means that customer focus has a higher potential of improving organizational performance of Hallelujah General Hospital that managers/owners of hospital should therefore leverage on customer focus and make it as tool for improve their organizational performance.

The fifth specific objective of the study aimed to determine the effect of training on organization performance in Hallelujah General Hospital. With specific to this research objective, the study found that that training has not significant effect on organizational performance of Hallelujah General Hospital. Hospital. This is supported by result from multiple linear regression analysis that showed training has not statistically significant effect on organizational performance of Hallelujah General Hospital. This means that training is not significantly influencing organizational performance of Hallelujah General Hospital. The insignificant effect training on organizational performance of Hallelujah General Hospital may due the fact that the organization has not provided appropriate and sufficient trainings for employees

The six specific objective of the study aimed to find out the effect of continuous improvement on organization performance Hallelujah General Hospital. With specific to the second research objective, the study found that continuous improvement has positive and significant effect on organizational performance of Hallelujah General Hospital. This is supported by result from multiple linear regression analysis that showed continuous improvement has positive and significant effect on organizational performance of Hallelujah General Hospital with a beta value (beta =0.300). The test for significance was showed that the effect was statistically significant. The findings from correlation analysis also revealed that continuous improvement has significant positive and moderate correlation ($r=0.612$) with organizational performance of Hallelujah

General Hospital. This means that continuous improvement has a potential of improving organizational performance of Hallelujah General Hospital, so that the owner/managers of hospital should therefore implement robust continuous improvement program and used it as an important tool for improving the performance.

5.2 Conclusion

The study was undertaken to examine the effect of total quality management practices on organizational performance with a special reference to Hallelujah General Hospital. Accordingly, based on the findings presented in the above section; the researcher makes the following conclusions.

The findings from correlation analysis revealed that all five TQM dimensions (top management commitment to quality, employee involvement, customer focus, training, and continuous improvement) have significantly and positively correlated with organizational performance of Hallelujah General Hospital. The result of regression also indicates that three out of five TQM dimensions (top management commitment to quality, customer focus, and continuous improvement) are significant in predicting the organizational performance of Hallelujah General Hospital since the p values are less than 0.05. Whereas employee involvement and training are not significantly affecting the organizational performance of Hallelujah General Hospital since the p values is not less than 0.05. The adjusted R² of 0.698 indicates 69.8% of the variance in organization performance can be predicted by five TQM dimensions. Therefore, the study concluded that top management commitment to quality, customer focus, and continuous improvement have a positive and significant effect on organizational performance of Hallelujah General Hospital. On other hands, the findings from the current study suggest that employee involvement and training had not significantly affected on organizational performance of Hallelujah General Hospital.

Overall, the improvement in top management commitment to quality, customer focus, and continuous improvement by organization has a higher potential of improving organizational performance of Hallelujah General Hospital. Thus, it can be concluded that improvement of top management commitment to quality, customer focus, and continuous improvement are an increasingly important tools to get higher organizational performance.

5.3 Recommendation

Based on the findings and conclusions of the study, the researcher provides the following recommendations aimed to enhance the TQM dimensions to bring greater impact on organizational performance of Hallelujah General Hospital.

- Top management commitment has significant and positive effect on organization performance of Hallelujah General Hospital; so that the hospital should therefore leverage on top management commitment and make it as tool for improve their organizational performance. The hospital should promote the involvement of top management in TQM initiatives and engaging top management in TQM activities, such as serving on teams, coaching teams, and teaching seminars, to demonstrate their commitment and reinforce the importance of the approach.
- As the study found that continuous improvement has significant and positive effect on organization performance of Hallelujah General Hospital; it is therefore recommended that the hospital should promote continuous improvement as an important tool for improving the performance. In line with this, the hospital management should promote a culture of continuous improvement by encourage a mindset of continuous improvement within the organization, emphasizing the importance of learning from failures and striving for excellence.
- The study also found that customer focus has significant and positive effect on organization performance of Hallelujah General Hospital; it is therefore recommended that the hospital management should improve the customer focus practices and used it as an important tool for improving the performance. To promote customer focus in Total Quality Management (TQM), organization can implement several strategies, including: conduct research to understand customer needs and expectations, and align organizational objectives with customer needs. The hospital should also communicate with customers regularly, measure satisfaction, and use the results to find ways to improve processes. Furthermore, the hospital should manage customer relationships by creating a framework with proven TQM methods, ensuring that day-to-day tasks are organized and focused on customer satisfaction.
- The result revealed that the organization did not offer adequate training for employees. The lack of employee training can have several negative implications for an organization,

including decreased performance, reduced customer satisfaction, non-compliance, inefficiency, and lack of innovation. Thus, investing in employee training is essential for organizations to ensure a skilled and productive workforce, meet customer expectations, and maintain a competitive edge in the market. The study suggests the hospital management to provide training and development opportunities for employees. The hospital management should provide employees with the necessary training and resources to understand TQM concepts and strategies, enabling them to effectively participate in the improvement process.

- The result also revealed that the employees' involvement in quality management program of the hospital found in low level. Low level of employee involvement in TQM can lead to decreased employee performance, reduced organizational performance, limited innovation, and increased stress and work effort. Conversely, organizations that promote and support high levels of employee involvement in TQM are more likely to experience positive outcomes, including improved performance and a culture of continuous improvement. Thus, to promote employee involvement in Total Quality Management (TQM), organizations should promote employee involvement in decision making, allowing them to contribute their ideas and expertise to improve organizational performance. The organization should establish open communication channels between employees and management, fostering a culture of trust and transparency. The organization should also recognize and reward employees who demonstrate exceptional commitment and contribution to TQM initiatives, reinforcing the importance of employee involvement.

Overall, the study recommends that Hallelujah General Hospital should engage in a number of TQM activities as this increases their customer base to ensure that the hospital performance also improves. The hospital strongly advised to design and implement TQM program for a more productive integration. The successful implementation of TQM program would bear a palatable fruit if there are genuine efforts to allocate sufficient budget on top of assuming a knowledgeable and responsible person for the purpose.

5.4. Further Research Direction

Although this research provides some significant insights into the effect of TQM on organizational performance of Hallelujah General Hospital, there is still a chance to extend the findings to gain a more comprehensive understanding.

- First of all, the study is confined with only Hallelujah General Hospital; therefore, future researchers should also make their researches in other hospitals in other areas with wider sample size in order to broaden empirical evidences in the area.
- More so, the present study measures organizational performance of hospital in terms of subjective method using questionnaire. Thus, future study should also make on the objective measures of organizational performance based on financial report.
- More so, study suggest future study on the effect of TQM on employee performance.
- The study recommends further research that could lead to full exploitation of factors that affect organizational performance of hospital as a major step of unlocking the economic puzzle about this industry contribution to overall economy.

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Appendix I: Research Questionnaire

Dear Respondent,

The purpose of this questionnaire is to collect data for post graduate study for Master of Business Administration Program in St. Mary University for the study entitled “The Effect of Total Quality Management Practice on Organizational Performance In Hallelujah General Hospital”. This questionnaire is required to assist in determining the objectives of the study. Your privacy will be kept anonymously and, therefore, no one knows who provided the information. Any information provided will be used for academic purpose only and will be treated in strict confidence. Therefore, you are kindly requested to provide your responses to different questions below. Thank you in advance for agreeing to participate in this study.

General Instruction: - Circle your response or indicate "√" in the box beneath for closed-ended questions among the provided alternatives. You don't need to write your name.

Section A: Demographic Profile of Respondent

Instruction: Circle your response against any response that applies to you.

| | | | |
|----|---|---|---|
| 1. | Sex: | Male <input type="checkbox"/> | Female <input type="checkbox"/> |
| 2. | Age: | 18-25 years <input type="checkbox"/> | 41-55 years <input type="checkbox"/> |
| | | 26-40 years <input type="checkbox"/> | over 55 years <input type="checkbox"/> |
| 3. | Education level | Secondary school <input type="checkbox"/> | First Degree <input type="checkbox"/> |
| | | Diploma <input type="checkbox"/> | Master & above <input type="checkbox"/> |
| 4. | For how long have you been employed in this hospital? | 1 – 5 years <input type="checkbox"/> | 6– 10 years <input type="checkbox"/> |
| | | 11– 15 years <input type="checkbox"/> | > 15 years <input type="checkbox"/> |
| 5. | Position in the hospital? | | |

Section II: Measure for total quality management practices

This part of the questionnaire consists of items concerning total quality management practices. Evaluate to what extent each statement fits to your organization. Use the following rating scale, and put “√” mark for each rating. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

| No | Items | 5 | 4 | 3 | 2 | 1 |
|------------|--|---|---|---|---|---|
| I. | Top management commitment to quality | | | | | |
| 1. | Hallelujah General Hospital top management actively participates in quality management activities. | | | | | |
| 2. | Hallelujah General Hospital top management learns quality-related concepts and skills. | | | | | |
| 3. | Hallelujah General Hospital top management strongly encourages employee involvement in quality management activities | | | | | |
| 4. | Hallelujah General Hospital top management empowers employees to solve quality problems | | | | | |
| 5. | Hallelujah General Hospital top management arranges adequate resources for employee education and training | | | | | |
| 6. | Hallelujah General Hospital top management discusses many quality-related issues in top management meeting | | | | | |
| II. | Employee Involvement | | | | | |
| 1. | Employees are given chance to participate in decision making | | | | | |
| 2. | Employees take part in designing quality improvement activities. | | | | | |
| 3. | There is a clear communication channel between employee and senior managers | | | | | |
| 4. | Employee’s opinions are listened to by senior managers | | | | | |
| 5 | Employees are encouraged to work in teams by senior managers. | | | | | |
| 6 | Employees participate in quality improvement activities. | | | | | |
| III | Customer Focus | | | | | |
| 1. | Employees are trained on customer focus practices. | | | | | |
| 2 | Attention to customer needs is key to organizational success. | | | | | |
| 3 | The organization always meets customers need and expectations. | | | | | |
| 4 | Customer complaints are given priority by the organization. | | | | | |

| | | | | | | |
|------------|---|--|--|--|--|--|
| 5 | The organization performs market research to find out customer needs. | | | | | |
| 6 | Customers have clear channels of communication with the organization. | | | | | |
| 7 | When the customer succeeds the organization succeeds. | | | | | |
| 8 | Employees derive satisfaction from fulfilling customer expectation. | | | | | |
| IV. | Training | | | | | |
| 1 | Hallelujah General Hospital has well designed training policies for employees | | | | | |
| 2 | Employees are continuously trained to enhance internal quality performance | | | | | |
| 3 | Hallelujah General Hospital has pre-defined adequate budget for training programs | | | | | |
| 4 | Hallelujah General Hospital provide external training for all employees | | | | | |
| 5 | I often asked Hallelujah General Hospital provides the training that are directly related to their work. | | | | | |
| 6 | Hallelujah General Hospital evaluates the performance of employees after trainings have delivered. | | | | | |
| V. | Continuous improvement | | | | | |
| 1 | Hallelujah General Hospital staff review quality issue in top management meeting | | | | | |
| 2 | Quality data are used to evaluate managerial performance | | | | | |
| 3 | Managers assume active roles as facilitators of continuous improvement, coaches of new methods, mentors and leaders of empowered employees. | | | | | |
| 4 | Hallelujah General Hospital has assessments and improvement of processes, practices and services | | | | | |
| 5 | Feedback provided to employees on their quality performance. | | | | | |

Section III: Questionnaires on Organizational Performance

In the section below, indicate the extent to which you agree with each of the following statements regarding organizational performance by ticking (✓) that which most closely matches your opinion. Use the following rating scale. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

| S.N | Organizational Performance | 5 | 4 | 3 | 2 | 1 |
|-----|--|---|---|---|---|---|
| 1. | Hallelujah General Hospital improve its profitability from time to time | | | | | |
| 2. | Hallelujah General Hospital reduce its resources wastages | | | | | |
| 3 | Hallelujah General Hospital reduce its overall operational cost | | | | | |
| 4 | Hallelujah General Hospital introduce new products and services from time to time | | | | | |
| 5. | Hallelujah General Hospital improve continuous operation and maintenance activates | | | | | |
| 6. | The satisfaction of customers has improved over the years. | | | | | |
| 7 | Hallelujah General Hospital service quality has improved over the year | | | | | |
| 8. | The reputation and brand image of the hospital has improved. | | | | | |

Thank you for your cooperation