GREAT ZIMBABWEUNIVERSITY

MUNHUMUTAPA SCHOOL OF COMMERCE

DEPARTMENT OF MANAGEMENT AND HOSPITALITY

THE RELATIONSHIP BETWEEN TOTAL QUALITY MANAGEMENT PRACTICES AND OPERATIONAL PERFORMANCE IN SERVICE ORGANISATIONS IN ZIMBABWE

BY

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SIGNED……

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APPROVAL FORM

We, the undersigned do hereby certify that we have read and therefore recommend to Great Zimbabwe University for acceptance; a research project titled "The relationship between total quality management practices and operational performance in Service organizations in Zimbabwe" submitted by Samuel Magwegwe in partial fulfillment of the requirements of the Master of Commerce in Strategic Management.

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EXTERNAL EXAMINER

DECLARATION

I, **Samuel Magwegwe**, do hereby declare that this research project is a presentation of my own work except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report, and that it has not been submitted in part or in full to any other University or any other Institution of higher learning.

………   ……   …16/11/2023………..

Student Signature   Date

ACKNOWLEDGEMENTS

DEDICATION

This research project is dedicated to my wife, Miriam and daughter, Kupakwashe for their support during this period of my studies.

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LIST OF ABBREVIATIONS

TQM   Total Quality Management

ZIMSTATS   Zimbabwe Statistical Agency

TAZARA   Tanzania Zambia Railway Authority

SIA   Singapore Airlines

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ABSTRACT

The purpose of this research study was to explore the relationship between Total Quality Management practices and performance in service organisations in Zimbabwe during the period 2019-2023. There was no previous research that had been carried out to examine Research carried out elsewhere had shown mixed results on the effect of how TQM is related to organisational performance in the service sector. Of interest to many has been the research findings that, TQM practices are positively related to performance in service organisations in Zimbabwe and hence the need to carry out this study. Literature in this study covered different aspects, such as similar studies carried out in Zimbabwe, Africa and the world at large. More so, the literature reviewed previous research findings from the developed world, the relationship of TQM practices and performance were positively skewed. The research study followed a mixed approach to gather both quantitative and qualitative data. A structured self-administered questionnaire was used to gather primary data while documentary evidence was used to gather secondary data. The study found that there was a positive relationship between TQM practices and performance of organisations in service sector in Zimbabwe. The conclusions made was that TQM practices when implemented, the service organisations would definitely benefit in performance. Finally, it was recommended that, service organisation in Zimbabwe should take up and implement TQM practices for them to realise improved performance.

The relationship between total quality management practices and operational performance in Service organisations in Zimbabwe

CHAPTER I

GENERAL INTRODUCTION

1.0   Introduction

In the ever-changing and dynamic world of service businesses, maintaining a competitive edge and attaining operational excellence are essential for long-term success. Globally, total quality management (TQM) approaches have become the go-to paradigm for enhancing operational performance in a variety of industries. A management philosophy called total quality management (TQM) places a strong emphasis on customer satisfaction and ongoing improvement. In order to provide high-quality goods and services, the organization's entire workforce must be involved (Perry, 2017). The need for businesses to improve their quality procedures and satisfy consumers' ever-increasing expectations gave rise to Total Quality Management (TQM) in the latter half of the 20th century. It includes a number of ideas, including process management, staff interaction, continuous improvement, and customer focus. This chapter includes the study's background, a declaration of the problem, the goal of the investigation, the research objectives, the hypothesis, the significance, the assumption, the delimitation, the limitations, the definition of words, the arrangement of the chapters, and the summary of each chapter.

1.1   Background of the Study

According to Mazzucato (2013), service companies are essential to the growth of many economies worldwide. Numerous services, including banking, telecommunications, hospitality, healthcare, and education, are offered by these groups. Service companies must concentrate on enhancing their operational performance if they want to stay competitive and satisfy customers (Piketty, 2013).

According to (ZIMSTAT), 2017), service organizations are essential to Zimbabwe's economy because they boost employment, GDP growth, and general national development. These

businesses function in a fast-paced, cutthroat environment where market needs, consumer expectations, and technology breakthroughs are always changing (ZIMSTAT, 2017).

(Danny Samson, Mile Terziovski, 1999) looked at "The relationship between total quality management practices and operational performance," trying to ascertain the relationships between these practices—both individually and collectively—and firm performance by looking at the total quality management practices and operational performance of a large number of manufacturing companies. They made advantage of a sizable database comprising 1200 manufacturing companies in Australia and New Zealand. The practice and performance measures' validity (construct, content, and criterion) as well as their reliability were assessed.

"Effects of Total Quality Management on the Performance of the Food and Beverages Industry in Zimbabwe" was the subject of an investigation conducted in Zimbabwe by John Amanda, Gabriel Maibvisira, and Stanley Idanai Murangwa. The primary aims of this research were to determine the effects of total quality management on the food and beverage industry's performance in Zimbabwe and the obstacles that the industry faced in implementing complete quality management. Since this study was the first of its kind in the field, it combined exploratory and descriptive survey research design in order to thoroughly understand the underlying variables. Similarly, the researcher would now focus on the service sector with the same objective of determining the connection between TQM and organizational performance.

(Aawag, 2020) investigated if Total Quality Management (TQM) methods are widely recognized for promoting an organization's performance in terms of processes, services, and products that satisfy consumers. The studies that were examined concentrated on quality adoption and practices in Malaysian construction, namely through the implementation of Total Quality Management (TQM) and its appropriate applications in different stages of building projects. With the variations in the setting, this study might also be conducted in Zimbabwe, with an emphasis on service organizations.

In their 2022 study, "Total Quality Management Strategies on Sustainability of Selected Small to Medium (SMEs) Hardware Sector in Harare Metropolitan Province, Zimbabwe," (Sithole, M. & Kajongwe, C.) sought to understand the following: This study's primary goal was to investigate how overall quality management techniques affected the long-term viability of a subset of Zimbabwe's SMEs in the hardware sector, specifically in the Harare Metropolitan Province. Large organizations and SMEs make up some of the service organizations as well. However, TQM's impacts still need to be investigated.

(Grigoroudis, 2020) looked at Total Quality Management and Innovation: Connections and Proof from Greece's Agro-Food Sector in another study. This paper's primary goal was to examine and debate the theoretical and practical connections between quality management and innovation, with a particular emphasis on the low-tech agro-food sector, which has strict requirements for food safety regulations and quality standards. Although the agro-food industry was the focus of study, management methods typically influence an organization's performance in addition to other reasons.

The attitudes of Zimbabwean education managers and school governors toward Parental Involvement (PI) programs in the Bulawayo Metropolitan Province were examined by (V.C. Ngwenya & S.G. Pretorius, 2014). The government used the Total Quality Management (TQM) philosophy in education delivery, which is in the service business, as a result of the economic realities of the 1990s.

 (Mary Anderson, Amrik S. Sohal, 2019) looked into the connection between performance in Australian small firms and overall quality management techniques. This was in response to their discovery that several empirical studies have been carried out in recent decades to investigate the relationship between quality management methods and organizational performance; the majority of these research, however, have concentrated on larger organizations.

(Hansson, Jonas, 2003) found that although the adoption of TQM was very high in many Western organizations during the 1990s, there is disagreement among studies about the true benefits of TQM. Given the incentives for the significant organizational change that a TQM deployment entails, the question of the relationship between successful TQM implementation and financial performance is crucial.

(Silima T N, Bakama E M & Dr Khathutshelo M, 2021) examined the influence of Total Quality Management (TQM) on the day-to-day activities of small and medium-sized enterprises (SMEs) in South Africa with the following goals in mind: to promote comprehension of the impact of TQM adoption on SMEs' performance; to elucidate the degree of TQM adoption by SMEs in South Africa; and, lastly, to outline an understanding of the TQM principles that businesses in South Africa deem significant. They discovered that TQM affects performance regardless of the size of the organization.

Research on the connection between organizational performance and total quality management (TQM) techniques was conducted in Nigeria in 2019 (Jimoh R, Luqman O, Isa R, & Ibrahim W). The study looked at the relationships between large- and medium-sized construction enterprises in Nigeria's construction industry, as well as the impact of TQM techniques and methods for continuous improvement on various performance metrics. To find out if TQM is a cross-cutting theory in terms of improving organizational performance, this analysis might also be done in service organizations.

Maistry K, Hurreeram D K, Ramessur V, 2017) conducted another study in Nigeria that demonstrated the connection between innovation and total quality management (TQM) and how each affects the efficiency of agricultural research and development (R&D) organizations.

(Yangailo T, Kabela J, & Turyatunga H, 2023) looked into how productivity in the African railway industry was affected by total quality management practices. The study's objective was to ascertain and validate whether using TQM techniques increased productivity in the railway industry. The Tanzania Zambia Railway Authority's (TAZARA) productivity was assessed as a result of implementing TQM practices. They discovered that TQM has a significant effect on the industry's productivity.

(Maimela, n.d.) examined total quality management (TQM) as a crucial manual for executives in the South African public sector, with the primary goal of using TQM to achieve customer satisfaction.

Although the connection between TQM techniques and operational performance has been thoroughly investigated in a number of settings, more research is required in the context of Zimbabwe's service companies. TQM practices in service businesses may be adopted, implemented, and effective differently in Zimbabwe due to certain socioeconomic and cultural circumstances.

Although the relationship between TQM techniques and operational performance has been thoroughly investigated in a number of settings, more research is needed in the context of Zimbabwe's service companies. TQM practices in service businesses may be adopted, implemented, and effective differently in Zimbabwe due to certain socioeconomic and cultural circumstances. (Maimela, n.d.) examined total quality management (TQM) as a crucial manual for executives in the South African public sector, with the primary goal of using TQM to achieve customer satisfaction.

It is essential to comprehend the connection between TQM procedures and operational performance in Zimbabwean service firms for a number of reasons. First of all, it sheds light on how well TQM techniques work to solve the problems that service firms in Zimbabwe encounter. Furthermore, it adds to the corpus of knowledge by analyzing the relationship between TQM and operational performance in a particular geographic and cultural environment.

Finally, the research's conclusions can help Zimbabwean service companies apply TQM techniques more successfully in order to boost operational efficiency and get a competitive edge in the market.

Taking into account the particular opportunities and constraints found in the local context, the research study's background emphasizes the importance of comprehending the relationship between TQM practices and operational performance in service organizations in Zimbabwe.

1.2   Statement of the Problem

An important part of Zimbabwe's economy is service companies, but some of them perform poorly, and it's critical to identify the factors that contribute to this, some of which include Total Quality Management (TQM).

1.3   Purpose of the Study

The goal of the project is to learn more about how Total Quality Management (TQM) techniques affect Zimbabwean service firms' operational performance. The purpose of the study is to investigate how operational performance in Zimbabwean service organizations relates to Total Quality Management techniques.

1.4   Research Objectives

1.4.1   Main Objective

To investigate the relationship between TQM practices and operational performance in service organizations in Zimbabwe.

1.4.2 Sub objectives of the study:

1. To assess effect of leadership on operational performance in service organisations in Zimbabwe.

2. To examine the effects of customer focus on operational performance in service organisations in Zimbabwe.

3. To exploit how people management affects operational performance in service organisations in Zimbabwe.

4. To establish the effects of information and analysis on operational performance in service organisations in Zimbabwe.

5. To analyse the extent to which strategic planning affects operational performance of service organisations in Zimbabwe.

1.5   Appraisal and development of hypothesis
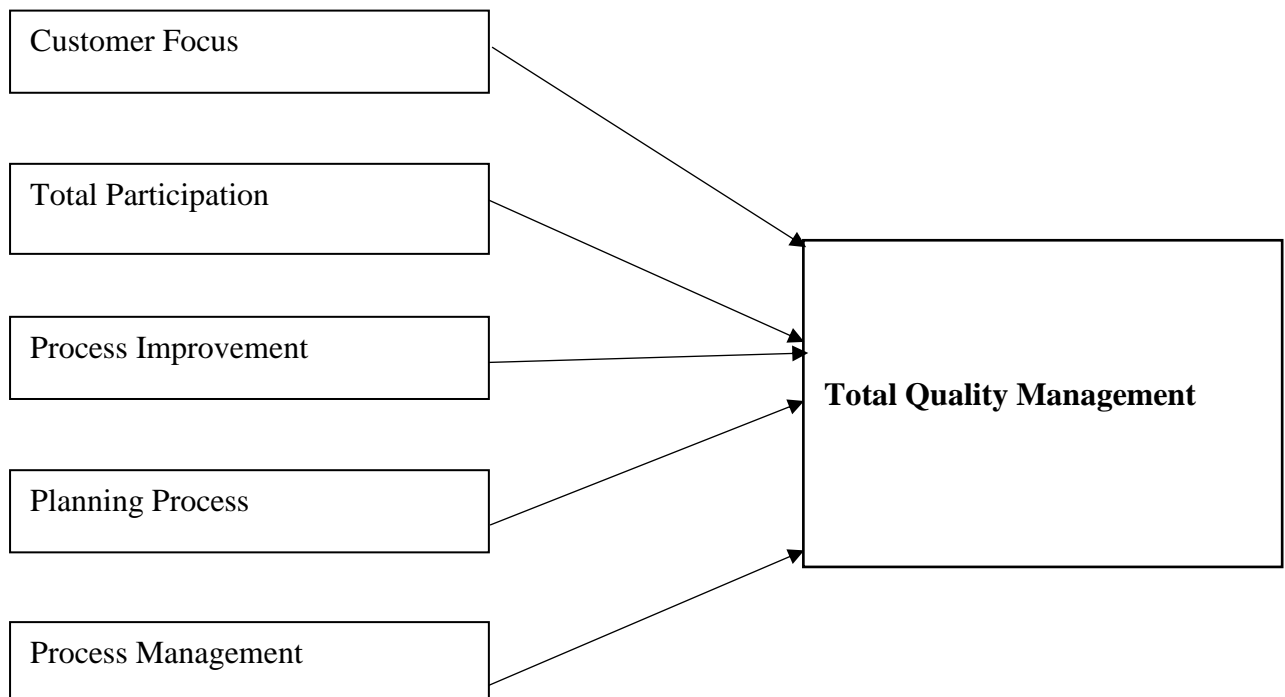
Fig 1, Total Quality Management and its variables

From the diagram above, the dependent variable is Total Quality Management with customer focus, process management, planning process, process improvement and total participation being the independent variables.

1.6   Research Hypothesis

H0:   There is no a positive relationship between total quality management (TQM) practices and operational performance in service organizations in Zimbabwe.

H1:   Customer focus as a TQM practice positively influences operational performance in service organizations in Zimbabwe.

H2:   Employee involvement in TQM practices positively influences operational performance in service organizations in Zimbabwe.

H3:   Continuous improvement as a TQM practice positively influences operational performance in service organizations in Zimbabwe.

H4:   Effective process management as a TQM practice positively influences operational performance in service organizations in Zimbabwe.

1.7   Significance of the research

The significance of the study are laid down below as follows:

1.7.1   Enhancing service quality

TQM procedures can help service firms in Zimbabwe provide better services by raising the caliber of their offerings. In the context of Zimbabwean service firms, this research assists in identifying the particular TQM methods that are most useful in improving operational performance.

1.7.2   Competitive advantage

Service companies are more likely to obtain a competitive edge in a market that is competitive if they implement efficient TQM processes. By shedding light on the connection between TQM procedures and operational performance, this study aids in the understanding of how service companies can outperform rivals and attain superior performance.

1.7.3 Organizational effectiveness

TQM techniques can boost productivity, cut down on errors, and raise customer satisfaction levels, all of which can improve an organization's overall performance. The study looks at the effects of TQM methods on operational performance, which might help Zimbabwean service companies streamline their processes and become more effective.

1.7.4 Local context

The investigation of TQM practices and operational performance within Zimbabwe's distinct socio-cultural and economic context is made possible by the country's unique setting for conducting this research. The results can offer insightful information to service providers doing business in Zimbabwe and assist in customizing TQM tactics to fit the regional context.

1.7.5 Academic contribution

The study adds to the corpus of information already available on TQM techniques and how they affect service industry operational effectiveness. It closes a gap in the literature and increases knowledge of the applicability and efficacy of TQM approaches in various situations by concentrating on Zimbabwe.

In general, this research study is important because it sheds light on how TQM practices and operational performance are related, which is relevant for service firms in Zimbabwe. Service organizations can improve organizational performance, gain a competitive edge, improve service quality, and align their processes with the local context by putting successful TQM ideas into operation.

1.8 Delimitation of the Study

1.8.1 Conceptual framework

The theoretical framework put out in this study emphasizes the importance of peer and organizational support in the connection between TQM practices and performance. The study defines and highlights particular TQM practices—like information and analysis, customer focus, people management, leadership commitment, and strategic planning—that are pertinent to service firms. Additionally, it will identify important operational performance metrics for service companies, including financial success, customer happiness, quality, productivity, and efficiency. The conceptual framework should incorporate pertinent theories, models, and

empirical findings from the literature and be customized to the particular research aims and environment of service organizations in Zimbabwe. It directs the gathering, processing, and evaluation of research study data and acts as a visual depiction of the suggested relationships.

1.8.2   Geographical framework

The study would be conducted in Mutare, more especially in Mutare Urban, a metropolis that is representative of other Zimbabwean cities. The study will only focus on Mutare because it is undoubtedly Zimbabwe's fourth-largest city and home to numerous service organizations that can speak for the nation.

1.8.3   Period covered

The study will cover a period of June 2019 to May 2023.

1.9   Assumptions

- The study makes the assumption that operational performance in service organizations and the adoption of TQM procedures are related. It is predicated on the idea that putting TQM techniques into practice will improve operational performance metrics including productivity, quality, customer happiness, and financial performance.

- The study makes the assumption that TQM techniques, which have been extensively researched and implemented in manufacturing environments, are pertinent to and applicable to Zimbabwean service firms as well. It is predicated on the idea that TQM techniques and principles may be successfully modified and applied in a service-oriented setting.

1.10   Limitations to the study

The researcher ran across a number of obstacles when examining the connection between operational performance in Zimbabwean service companies and total quality management (TQM) approaches. Several of these restrictions consist of:

Generalizability: It's possible that the study's conclusions are unique to the environment of Zimbabwean service organizations and that they are difficult to apply to other nations or sectors of the economy. The external validity of the research may be limited by regional variations in factors including economic situations, cultural norms, and regulatory frameworks.

Sample Size and Representativeness: The study's sample size and representativeness have an effect on how broadly the results can be applied. Insufficient sample size or lack of diversity may cause the results to be imprecise in representing Zimbabwe's whole service organization population. To improve the validity of the results, it is crucial to make sure the sample is representative and consists of a variety of organizations.

Data Collection: Gathering information for research projects can be difficult, particularly if surveys or self-reported metrics are being used. Response bias may be introduced by service organizations' reluctance to divulge private information or give truthful answers. Furthermore, gathering longitudinal data over a lengthy period of time could demand a lot of time and resources.

Information Accessibility: It could be difficult to find reliable and pertinent information about TQM procedures and operational performance in Zimbabwean service companies. It could be challenging to have a thorough grasp of the connection between TQM procedures and operational performance in some businesses due to a lack of easily available or well-documented data.

Time Restrictions: It usually takes a lot of time and money to conduct research on the connection between TQM procedures and operational performance. Time restrictions would apply to the researcher, especially if the study has to be finished on a certain date or within a certain price range. This restriction can have an effect on the scope and depth of the study.

1.11   Ethical considerations

Several ethical factors were taken into account by the researcher when studying the association between operational performance in service firms in Zimbabwe and total quality management (TQM) techniques. Among these factors are:

Informed Consent: The study subjects gave the researcher their informed consent. This required giving participants clear information regarding the goal, the methods, the possible risks and rewards, and the voluntary nature of involvement. The chance to ask questions allowed participants to make an informed choice about whether or not to engage.

Confidentiality and Anonymity: The participant's confidentiality and anonymity were guaranteed by the researcher. Identifiable information was safeguarded and data could be

maintained securely. The identity of the participants were anonymised, and personally identifying information was not included in any results that were released.

Privacy: The participant's privacy was maintained by the researcher. This includes making sure that any data gathered is used only for the research project and securing the required authorizations to access organizational data. Regarding the storage, analysis, and reporting of the data, the researcher was open and honest.

Prevention of Injury: The investigators implemented safety measures to reduce the possibility of injury to the subjects. This involved making sure that participants suffered no bodily, psychological, or emotional harm, as well as weighing the advantages and disadvantages of taking part. If harm is predicted, precautions would be made to reduce or neutralize it.

Equity and Fairness: When choosing and handling participants, the researcher would work to ensure equity and fairness. Participants were chosen using objective standards, meaning that no one or any group should be subjected to discrimination on the basis of socioeconomic class, gender, color, or religion.

1.12   Definition of key terms

In order to attain organizational excellence, **total quality management, or TQM,** is a management philosophy and practice that places a strong emphasis on employee involvement, customer focus, and continuous improvement (Oakland, 2003).

Customer focus is the dedication and attention of an organization on comprehending and satisfying the requirements, desires, and expectations of its clients (Zeithaml, V. A., Bitner, M. J., & Gremler, D. D., 2009).

Process improvement is the methodical, ongoing endeavor to improve the effectiveness, efficiency, and caliber of organizational processes. Champy, J., and Hammer, M. (1993).

The term "**planning process**" describes an organized method that businesses use to set objectives, specify tactics, distribute funds, and lay out a plan of action for achieving specific results. (Robbins, S. P., DeCenzo, D. A., & Coulter, M., 2017).

The term "**process management**" describes the organized, methodical actions and procedures used to plan, carry out, monitor, and enhance organizational processes throughout time. Stanton, S., and Hammer, M. (1999).

1.13   Organisation of chapters

The chapters for this study are organised as follows:

Chapter I: Introduction

The issue and its history are covered in the first chapter. This chapter will include background information about the study as well as a summary of the current issue. After reviewing recent literature, the researcher will define the subject at hand. This part contains the goals of the study as well as the justification, significance, delimitations, and assumptions. The investigation's background will be used to identify and define pertinent terminology.

Chapter II: Literature Review

Theoretical and empirical literature will be evaluated in Chapter 2's Literature Review section. The literature review will guide the researcher to related studies and other challenges in the field in addition to criticizing some of the study's main components. Consequently, the chapter will cover a range of topics on the connection between operational performance in Zimbabwean service organizations and overall quality management techniques.

Chapter III: Research Methodology

Research methodology will be the focus of Chapter 3, which describes the researcher's methodologies and procedures for collecting and collating data. The research design, research approach, research philosophy, sample and sampling technique, and research tools will be utilized by the researcher to collect data will be discussed in detail in this chapter. The technique for collecting data and analytical plan will be also covered in greater depth. This section will also highlight issues of ethical considerations.

Chapter IV: Data Analysis, Presentations and discussions

For "Data analysis, presentation, and discussion," turn to Chapter 4. In this chapter, facts will be presented through a variety of media, including tables, graphs, charts, and narrations. The research findings will be triangulated with prior literature to bolster the findings.

Chapter V: Study summary, results and recommendations

The fifth chapter included a summary, recommendations, and outcomes of the study. The investigation is brought to a close in this chapter with a summary of the results and some conclusions drawn from them. Depending on how successfully the results try to answer the study's objectives, conclusions are drawn. Recommendations were then derived from the conclusions.

1.14   Chapter summary

The problem and its surroundings, as well as the general introduction to the subject, are presented in this chapter. The chapter provided background information about the study and the current issue. The researcher reviews the body of literature in order to construct a description of the issue at hand. The goals of the study, the research questions, the conceptual framework, the significance, the delimitation, and the limitations were also described by the researcher. In the framework of this study, as well as in the chapter outline, the essential terms to be utilized were also identified and defined. The review of relevant literature on the topic of research is the main emphasis of the following chapter.

CHAPTER II

LITERATURE REVIEW

2.0   Introduction

In order to provide a thorough understanding of the body of knowledge regarding the relationship between total quality management (TQM) practices and operational performance in the context of service organizations in Zimbabwe, the literature review for the research study on "The relationship between TQM practices and operational performance in Service organizations in Zimbabwe" was conducted. This introduction establishes the context for the literature review by emphasizing the importance of the subject and the demand for more research.

Service firms encounter several obstacles in fulfilling customer expectations, improving service quality, and attaining sustainable operational success in today's fiercely competitive business climate. Across a variety of industries, total quality management, or TQM, has become a well-known strategy for controlling and enhancing organizational performance. To increase service quality, efficiency, and overall performance results, Total Quality Management (TQM) places a strong emphasis on the following: staff involvement, continuous improvement, customer focus, and effective process management (Pambreni Y, 2019).

There is a need for specialized research that focuses on service companies in Zimbabwe, even though the relationship between TQM techniques and operational performance has been thoroughly examined in a variety of contexts. The adoption, application, and efficacy of TQM procedures in service businesses may be impacted by the particular socioeconomic and cultural characteristics of Zimbabwe (Anon., 2021).

The purpose of the literature review is to compile and evaluate pertinent academic publications, empirical studies, and theoretical viewpoints about Total Quality Management (TQM) methods and operational performance in service organizations. To acquire a thorough grasp of the link, it will investigate research done in Zimbabwe as well as in other settings. Numerous TQM approaches, including customer focus, total participation, process improvement, process

management, and planning, will be reviewed along with their effects on operational performance metrics.

Through a critical analysis of the extant literature, identification of gaps or inconsistencies, and development of a theoretical framework, this literature study aims to enhance comprehension of the correlation between Total Quality Management (TQM) techniques and operational performance within Zimbabwean service organizations. It will also direct the development of the study's research questions and hypotheses and offer helpful suggestions for service companies looking to improve their operational performance by implementing TQM techniques.

2.1   Total Quality Management

"Total Quality Management is an effective system for integrating the quality development, quality maintenance, and quality improvement efforts of the various groups in an organization so as to enable production and service at the most economical levels which allow for full customer satisfaction." , (John S. Oakland, Michael A. Turner, and Robert J. Oakland, 2021).

Quality management has been a problem for many years, as demonstrated by Crosby's 1979 book. At that time, developing, maintaining, and improving quality was the key focus. The TQP variables improved along with new technological developments around the globe. The Crosby strategy focused on managerial commitment, quality improvement, zero defects, and defect prevention.

(Cenk B & Ozan O, 2022), a well-known author and expert in the field of quality management, defines Total Quality Management (TQM) as a management philosophy and company practices that aim to harness an organization's human and material resources in the most efficient way to achieve the organization's objectives in his book "Total Quality Management and Operational Excellence." Oakland's TQM definition places a strong emphasis on the approach's integrated and holistic nature. TQM is viewed as a management concept that encompasses the efficient use of both people and material resources and permeates every part of a company. Oakland emphasizes that achieving corporate objectives is the ultimate purpose of Total Quality Management (TQM). His viewpoint was focused on TQM factors like client emphasis, ongoing development, staff engagement, process control, data-driven decision-making, and supplier connections.

This suggests that planning, managing, and improving the quality of a product or service are all part of total quality management. The material also discusses how important it is for stakeholders to be involved, including suppliers and employees. Total Quality Management (TQM) can be characterized as a management strategy that combines organizational resources and human capital initiatives to produce high-quality services in the context of Zimbabwe's service organizations. Notably, the dependent variables in this study are also the aspects of Total Quality management. The investigator spent some time reading the opinions of other investigators and writers regarding these TQM characteristics.

2.2 Theoretical framework

Although it has had varying degrees of effectiveness, total quality management, or TQM, has been used extensively throughout the world to improve performance. According to Nyaywa and Mary Mabo (2020), a survey of the literature indicated inadequacies in the field of quality management research, particularly with regard to the area of empirical testing of TQM's impact on organizational performance. The objective of this research was to investigate the overall quality management strategies and operational efficacy of numerous manufacturing enterprises to ascertain the correlations between these strategies, both alone and collectively, and the overall performance of the organization.

They made advantage of a sizable database comprising 1200 manufacturing companies in Australia and New Zealand. According to Nyaywa and Mary Mabo (2020), the study demonstrated a substantial cross-sectional association between Total Quality Management (TQM) practice and organizational performance, with TQM practice intensity explaining a major amount of performance variance. A few TQM practice categories, but not all of them, were especially good at predicting performance. According to Nyaywa and Mary Mabo (2020), the most significant determinants of operational effectiveness were the leadership, people management, and customer focus categories.

This is in line with research showing that TQM's attributes—such as staff involvement, process management, continuous improvement, and planning—have an impact on an organization's performance, particularly for those in Zimbabwe's service industry.

Daniel I. Prajogo A, Amrik S., and Sohal B. conducted study on the mediating role of total quality management (TQM) in the link between organization performance, organization strategy, and TQM. The study looked at how well total quality management (TQM) techniques fit into the process of mediating the link between an organization's performance and strategy.

In order to gain a more comprehensive understanding, the study looked at TQM in connection to organization strategy.

The study's data came from a survey completed by 194 middle- and senior-level managers in Australian businesses. Using the structural equation modeling (SEM) technique, the investigation looked at two rival models that stand for partial and full mediation. The results showed that TQM only partially mediates the relationship between differentiation strategy and the three performance indicators (product quality, product innovation, and process innovation), and that TQM is favorably and significantly connected to differentiation strategy. The implication is that in order to achieve a high level of performance, TQM needs to be supplemented by other resources, especially innovation (Amardip Kurukwar, 2021).

According to another study conducted in the engineering sector, Total Quality Management (TQM) deployment concurrently with operational performance metrics has a strong and favorable link (Saumyaranjan S & Sudhir Y, 2020). Furthermore, compared to solo or separate deployment, the results showed that concurrent use of TQM methods has a great potential to increase manufacturing performance.

(Saumyaranjan S & Sudhir Y, 2020) studied the Indian manufacturing sector throughout the previous few decades, using Total Quality Management (TQM) as the main idea for enhancing production performance. In order to compare whether TQM techniques improve manufacturing performance, this research conducted an empirical study that used survey responses from 72 engineering product and component manufacturing organizations.

The impact of TQM methods on the operational performance of hotels, one of the service sectors, was studied by (Rao A, Adnan M, & Muhammad K, 2020). An instrument was used to collect data through a survey of hotel staff. The causal analysis was conducted prior to establishing the measures' reliability. The hypothesis was analyzed using regression. The results showed that, in the context of developing nations, TQM procedures and hotel operational performance were positively correlated. Compared to other TQM procedures, recruitment and selection have a greater effect on operational performance. The researchers also discovered that putting quality practices into practice in the service sector matters.

A critical examination of the effects of total quality management on the performance of the food and beverage industry was conducted in Zimbabwe (Mambanda J, Maibvisira G, & Murangwa S, 2017). The goal of the study was to ascertain how Zimbabwe's food and beverage industry performed in relation to overall quality management methods. The primary aims of

this research were to determine the effects of total quality management on the food and beverage industry's performance in Zimbabwe and the obstacles that the industry faced in implementing complete quality management.

Since this study was the first of its kind in the field, it combined exploratory and descriptive survey research design in order to thoroughly understand the underlying variables. A sample of eleven2 respondents was selected using stratified random sampling and non-random sampling approaches. According to the study, total quality management techniques have a favorable effect on Zimbabwe's food and beverage industry's performance (Mambanda J, Maibvisira G & Murangwa S, 2017).

2.3   Conceptual Framework

The study model that demonstrates the connections between the variables of Total Quality Management and organizational performance is outlined in the conceptual framework and looks like this:
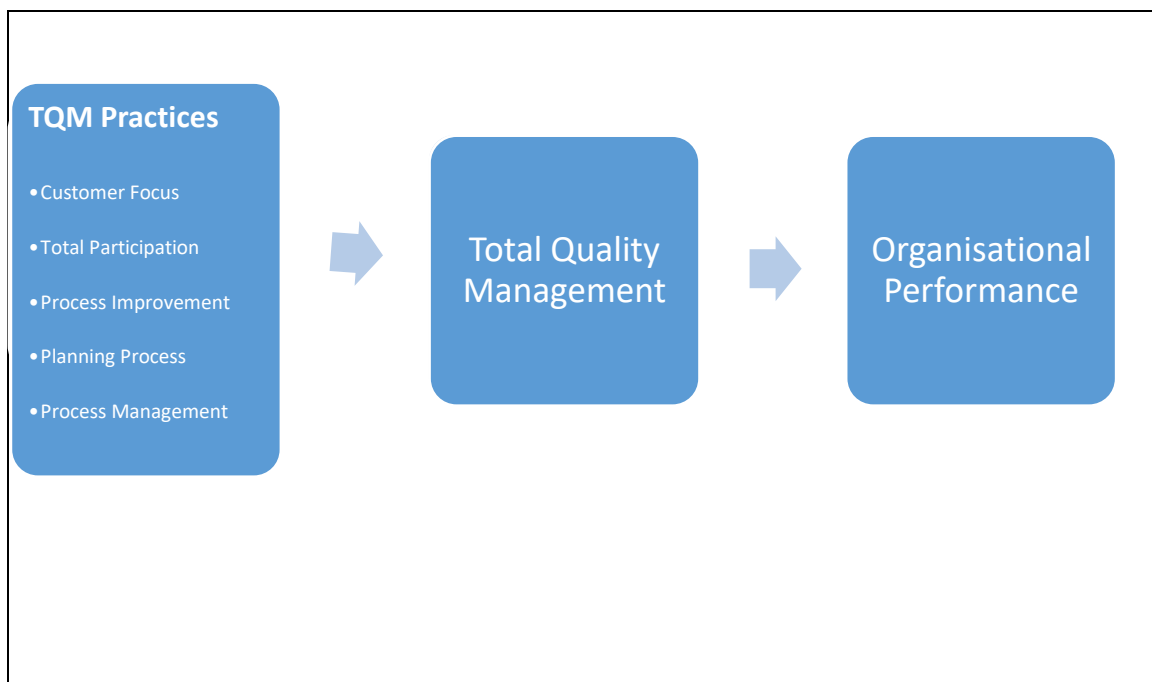
Fig 2; Researcher's conceptual framework

The aforementioned conceptual framework states that the following pillars are essential components of Total Quality Management: process management, planning, total participation, process improvement, and customer focus. Collectively, these characteristics comprise and are associated with the TQM. The idea here is that these five characteristics, or variables, are essential to Total Quality Management.

2.4   The relationship between Customer Focus and organisational performance

The organizational mindset and strategy approach known as "customer focus" places a high priority on comprehending and satisfying the requirements, expectations, and preferences of customers. According to Raj A and Zachary H (2019), it entails coordinating business procedures, goods, and services to add value for clients and establish enduring bonds with them.

The emphasis on meeting and surpassing customer demands and expectations characterizes the relationship between Total Quality Management (TQM) and customer focus. One of the main tenets of Total Quality Management (TQM) is customer focus, which emphasizes the significance of comprehending customer needs and providing superior goods and services to increase customer happiness and loyalty (Raj A, and Zachary H, 2019).

(Cristina C & Katarzyna S, 2021) state that the following pillars support customer focus:

Customer Needs and Expectations: TQM places a strong emphasis on recognizing and comprehending the requirements and expectations of the customer. This entails getting input, studying the market, and having ongoing conversations with clients to make sure their needs are satisfied.

Customer-Centric Approach: TQM encourages a business to adopt a customer-centric strategy in which it aligns its systems, resources, and processes to provide value to customers. It entails creating goods and services that satisfy consumer preferences and offering top-notch customer support all along the customer journey.

Customer Satisfaction and Loyalty: By continually meeting or beyond customer expectations, Total Quality Management (TQM) seeks to increase customer satisfaction and foster customer loyalty. It acknowledges that the organization's long-term growth and profitability are influenced by happy and devoted consumers.

Customer focus is consequently a core component of total quality management (TQM) and is essential to its successful implementation. This is how customer focus and TQM are related to each other. Customer focus is the guiding concept that instructs enterprises to comprehend and satisfy customer needs, and TQM places a strong emphasis on meeting and beyond customer expectations. TQM seeks to improve overall organizational performance by emphasizing

customer satisfaction and incorporating their feedback into quality improvement initiatives (Cenk B & Ozan O, 2022).

Because it significantly affects key performance metrics including customer satisfaction, customer loyalty, and financial outcomes, customer focus is consequently directly related to organizational performance. Organizations can improve overall performance and gain durable competitive advantages by putting the wants and preferences of their customers first (Johannes H.,Roland K.,Sascha A.,Philipp H.,Christian S. &Jan W., 2020). They looked at the connection between organizational performance and consumer satisfaction in this study. It showed how market share and profitability are positively impacted by customer satisfaction and how a customer-focused strategy may lead to better performance results.

2.5   The relationship between Total participation and organisational performance

The term "total participation," which is another word for "employee involvement," describes how actively all staff members, regardless of rank, participate in organizational initiatives to improve quality. In order to promote continuous development and meet organizational objectives, it highlights the need of empowering staff members, fostering their involvement, and utilizing their knowledge and experience (Goetsch, D. L., & Davis, S. B., 2021).

This idea acknowledges that workers are important resources who have insightful knowledge about their work processes. Organizations can leverage employees' expertise and foster a sense of ownership and dedication to quality by incorporating them in decision-making, problem-solving, and continuous improvement initiatives (Goetsch, D. L., & Davis, S. B., 2021). Among the essential components of employee involvement are:

Empowerment and Decision-making: By giving workers more decision-making ability, employee involvement promotes firms to empower their workforce. Workers are empowered to see issues, suggest fixes, and carry out adjustments, which promotes a feeling of responsibility and ownership.

Cross-functional Teams: The creation of cross-functional teams including workers from several departments or fields of competence is frequently emphasized by TQM. These groups work together to resolve problems with quality, exchange information, and carry out projects for improvement (Cenk B & Ozan O, 2022).

Training and Skill Development: To provide staff members with the skills and information they need to actively engage in quality improvement projects, organizations fund training and

skill development activities. Organizations empower workers to effectively contribute to TQM procedures by developing their abilities (Cenk B & Ozan O, 2022).

Communication and Feedback: Having efficient channels of communication and feedback systems is crucial to encouraging staff involvement. Companies should promote open and honest communication by giving staff members the chance to voice their opinions, worries, and suggestions regarding attempts to enhance quality (Cenk B & Ozan O, 2022).

Employee engagement significantly affects organizational performance, contributing to a number of factors like productivity, quality, innovation, and employee happiness, according to (Zhang, Z., & Li, X., 2010). They assert that the following are some ways in which employee involvement and organizational effectiveness are related:

> **Increased Productivity**: Employees have a sense of accountability and ownership when they actively participate in process improvement and decision-making. Employee motivation to put in their best work and look for ways to boost efficiency can result in higher production.

> **Improved Quality**: Participation from employees fosters a culture of excellence across the entire company. Organizations can leverage employees' knowledge and experience to better identify and resolve quality issues by incorporating them in quality improvement efforts. Customer satisfaction and the quality of the goods or services are subsequently raised as a result.

> **Enhanced Innovation and Creativity**: An innovative and creative culture is promoted when staff members are encouraged to offer ideas and proposals and are included in decision-making processes. Workers are more likely to see problems in novel ways, spot areas for development, and add to the overall expansion and competitive advantage of the company.

> **Higher Employee Satisfaction and Engagement**: Employees feel appreciated and engaged when they participate in decision-making and have a say in how their work is conducted. This raises employee morale, increases dedication to the company, and increases job satisfaction, all of which have an effect on the performance of the entire business.

It's crucial to remember that different elements, including organizational culture, industry, and particular settings, may have different effects on the relationship between employee

involvement and organizational performance. Nonetheless, the literature's general opinion indicates that employee involvement improves organizational performance in a number of ways.

2.6   The relationship between Process Improvement and organisational performance

A fundamental component of Total Quality Management (TQM) is process improvement, which aims to raise the effectiveness, efficiency, and caliber of organizational processes. To enhance outcomes, it entails determining areas for improvement, evaluating current procedures, and putting new ideas into practice (Cenk B & Ozan O, 2022). The two methods for process improvement in TQM that have been discovered are as follows:

Continuous Improvement: The continuous improvement idea is the foundation of process improvement. Processes should be regularly assessed and improved, according to TQM, in order to decrease waste, minimize faults, and improve overall performance.

Data-Driven Approach: TQM processes are improved through data and evidence-based decision-making. In order to find bottlenecks, inefficiencies, and potential improvement areas, it entails gathering and analyzing pertinent data. Process performance is frequently tracked and measured using statistical methods, such as statistical process control.

Problem-Solving Methodologies: Process improvement is fueled by TQM through the application of diverse problem-solving approaches. These include root cause analysis, Lean Six Sigma, Plan-Do-Check-Act (PDCA), and process flowcharts and Pareto charts, among other quality tools.

Employee Involvement: In an endeavor to optimize processes, employee involvement is essential. TQM places a strong emphasis on incorporating staff members from all organizational levels in the identification, suggestion, and implementation of process improvements. The knowledge and experience of staff members are significant assets for seeing areas for development and putting workable solutions in place.

Process improvement activities have a direct impact on organizational performance, influencing a number of variables like customer happiness, quality, productivity, and financial results (Bhasin, S., 2010). He claims that the following are some important details that show how process improvement and organizational performance are related:

Enhanced Efficiency: The goals of process improvements are waste reduction, bottleneck elimination, and workflow optimization. Organizations can attain greater levels of efficiency through process optimization, which leads to better production and resource use. Organizations can achieve more with the same or less resources when they use efficient processes, which improves performance overall.

Improved Quality: Methodologies for process improvement like Lean and Six Sigma place a strong emphasis on finding and fixing faults and problems. Organizations can attain improved standards of product or service quality by strengthening process controls, minimizing variances, and putting quality assurance procedures in place. Better quality lowers waste, rework, and related expenses in addition to meeting customer expectations (Bhasin, S., 2010).

Customer Satisfaction: Customer satisfaction is directly impacted by process improvements. The client experience is improved by reduced lead times, uniform quality, and simplified procedures. Organizations can increase customer loyalty, positive word-of-mouth, and repeat business by meeting or surpassing consumer expectations. This improves overall organizational performance (Bhasin, S., 2010).

Cost Reduction: Cost savings are often the outcome of process changes. Organizations can reduce operating costs through waste reduction, resource optimization, and the identification and elimination of non-value-added operations. Initiatives to reduce costs help to increase financial performance and profitability. S. Bhasin (2010).

Agility and Adaptability: Organizations can become more flexible and agile in a fast-paced business environment by improving their processes. Organizations can react swiftly to shifting consumer demands, industry trends, and competitive pressures when they have flexible and effective systems in place. This flexibility improves the organization's capacity to take advantage of opportunities and successfully negotiate obstacles, which eventually affects organizational performance. (S. Bhasin, 2010).

It is crucial to remember that there are context-specific differences and that process improvement and organizational performance have a different relationship in different organizations. Organizational culture, effective change management, leadership support, and ongoing process performance monitoring and measurement are some of the elements that make process improvement programs successful. Nonetheless, a wide range of academics concur that process improvement and organizational performance are positively correlated.

2.7   The relationship between Planning Process and organisational performance

Planning in the context of Total Quality Management (TQM) is the methodical creation of goals, plans, and activities to successfully apply TQM principles and attain organizational excellence. It includes setting objectives for quality, identifying projects for improvement, and allocating funds to support activities linked to quality (Goetsch, D. L., & Davis, S. B., 2021). Strong leadership commitment, a supportive organizational culture, and the incorporation of quality principles into the management system as a whole are necessary for effective planning in total quality management. Organizations can cultivate a culture of continuous improvement and attain sustainable outcomes by coordinating their planning efforts with the fundamental ideas of Total Quality Management (TQM) (Cenk B & Ozan O, 2022).

An overview of TQM-related planning includes:

Strategic Planning: TQM places a strong emphasis on matching the organization's overall strategic goals with its quality objectives. A key component of TQM strategic planning is establishing the organization's quality vision, mission, and values. It entails determining the most important quality goals and creating a plan to reach them (Goetsch, D. L., & Davis, S. B., 2021).

Quality Planning: The goal of quality planning in total quality management (TQM) is to determine the essential criteria for processes, services, and goods. It include figuring out what the needs of the customer are, setting quality requirements, and outlining projects for quality enhancement. In order to track and evaluate quality performance, quality planning also include the creation of quality assurance systems, performance metrics, and measurement techniques (Goetsch, D. L., & Davis, S. B., 2021).

Process Planning: TQM places a strong emphasis on the value of clear and effective processes. Process planning is evaluating current procedures, pinpointing areas in need of development, and creating standardized, optimal procedures. To guarantee consistent and dependable results, it entails establishing process inputs, outputs, controls, and performance metrics (Goetsch, D. L., & Davis, S. B., 2021).

Resource Planning: Allocating suitable resources to support quality improvement projects is another aspect of TQM planning. This entails dedicating the financial and technological resources required for the implementation and maintenance of TQM procedures, as well as

assigning qualified individuals and offering chances for training and development (Goetsch, D. L., & Davis, S. B., 2021).

Planning has a major impact on how well an organization performs. Clear objectives, efficient resource allocation, risk identification and mitigation, and activity alignment towards desired results are all made possible by effective planning in businesses. Planning that works needs constant observation, assessment, and modification. To maintain their continuous relevance and efficacy, organizations should review and amend their plans on a regular basis in response to both internal and external developments (Robbins, S. P., Coulter, M., & DeCenzo, D. A., 2017). The following essential components can help explain how planning and organizational effectiveness are related:

Goal Alignment: Planning guarantees that the organization's aims and objectives are expressed and understood by all members of the organization. Focus, coordination, and resource allocation are improved when goals are in line with the organization's mission and strategic direction. By directing activities toward shared goals, this alignment enhances organizational performance (Robbins, S. P., Coulter, M., & DeCenzo, D. A., 2017).

Resource Optimization: Planning enables businesses to distribute resources profitably and effectively. Organizations can guarantee they have the people, technology, and financial resources needed to fulfill their goals by anticipating their resource requirements. Reduced waste, increased productivity, and improved overall performance are all achieved through optimal resource allocation (Robbins, S. P., Coulter, M., & DeCenzo, D. A., 2017).

Risk Management: Organizations can identify, evaluate, and create solutions to manage potential risks through planning. By anticipating and addressing risks, effective risk management helps companies lower the chance of disruptions or unfavorable effects on performance. According to Robbins, Coulter, and DeCenzo (2017), proactive decision-making is encouraged and the organization's capacity to accomplish its objectives is protected.

Performance Measurement: Setting goals and performance measures is a part of planning. Through the establishment of unambiguous metrics for success, establishments can oversee advancements, assess output, and pinpoint opportunities for enhancement. According to Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017), regular performance measurement enables firms to make well-informed decisions, modify tactics as necessary, and promote continuous improvement initiatives.

Adaptability and Agility: Organizations can foresee changes in the business environment and adapt accordingly with the help of planning. Through the process of scenario planning and contingency planning, companies can improve their flexibility and agility. Organizational performance is positively impacted by this flexibility, which enables them to handle uncertainty and seize new possibilities (Robbins, S. P., Coulter, M., & DeCenzo, D. A., 2017).

Thus, in the context of management, planning is essential to organizational performance. It gives businesses a methodical way to decide what to do, how much to spend, how to manage risks, and how to create goals. Planning well improves decision-making, increases goal alignment, maximizes resource use, encourages cooperation and coordination, and builds resilience and flexibility. Organizations can increase performance, foster continuous development, and accomplish their strategic goals by putting in place strong planning procedures.

2.8   The relationship between Process Management and organisational performance

Process management, as used in Total Quality Management (TQM), is the methodical process of planning, executing, observing, and refining internal organizational processes in order to meet quality goals and improve overall performance. To save waste, lessen variance, and boost efficiency, it entails analyzing current processes, determining areas for improvement, setting up process controls, and constantly optimizing processes (Cenk B & Ozan O, 2022). The following is a summary of process management in connection to TQM:

Process Analysis: An extensive examination of the organization's current processes serves as the foundation for process management. This entails laying out the steps in a sequential manner, defining inputs and outputs, and recording the workflow. Understanding how processes are currently run, locating bottlenecks and inefficiencies, and identifying areas for improvement are the goals of process analysis (Cenk B & Ozan O, 2022).

Process Design and Improvement: According to the analysis, process management entails creating and enhancing procedures to satisfy business goals and quality standards. This entails implementing best practices, cutting out non-value-added tasks, and optimizing workflows. Lean Six Sigma, which emphasizes waste reduction, cycle time reduction, and continuous improvement, is one of the concepts that frequently serves as a guide for process design and improvement efforts in TQM (Cenk B & Ozan O, 2022).

Process Controls: Establishing process controls is part of process management, which guarantees dependable and consistent results. This entails establishing goals, specifying process measurements, and putting in place monitoring systems to assess performance in relation to predetermined benchmarks. Process controls give businesses the ability to spot deviations, respond appropriately, and stop problems with quality before they start (Goetsch, D. L., & Davis, S. B., 2021).

Continuous Process Improvement: One of the main ideas behind TQM is continual improvement, and process management is crucial to this idea. Organizations pinpoint areas for more process improvement through feedback loops, data analysis, and routine monitoring. Organizations can attain greater levels of quality and efficiency, maximize resource use, and improve processes piecemeal with this method (Goetsch, D. L., & Davis, S. B., 2021).

Process management is a continuous endeavor rather than a one-time event. When a company adopts a TQM concept, all employees actively participate in improving quality and performance, and process management becomes ingrained in everyday operations (Cenk B & Ozan O, 2022).

Process management and organizational performance have a significant relationship, according to (Krajewski, Ritzman, and Malhotra, 2018). An organization's success can be greatly impacted by effective process management since it can increase customer happiness, cut expenses, improve quality, and increase efficiency. The writers of this book have found the following crucial components that are visible in the relationship between process management and organizational performance:

Improved Efficiency: The main goals of process management are to maximize resource use, remove inefficiencies, and streamline procedures. Organizations can decrease process cycle durations and increase operational efficiency by identifying and removing non-value-added tasks. As a result, performance and productivity are raised (Krajewski, Ritzman, and Malhotra, 2018). According to a study (Powell, Lovallo, and Fox, 2011), process improvement activities can result in significant increases in performance and efficiency.

Cost Reduction: Organizations may pinpoint cost centers, do away with inefficient procedures, and allocate resources as efficiently as possible with the help of effective process management. Rework, delays, and overproduction are examples of process waste that can be reduced to help businesses save money and increase profitability. The importance of process management for lowering costs and improving overall organizational performance is examined

in the book "Operations Management: Processes and Supply Chains" by Krajewski, Ritzman, and Malhotra (2018).

Enhanced Quality: The concepts of quality management and process management are closely related. Organizations may ensure consistent and dependable outcomes while lowering flaws and errors by putting strong process controls in place. Statistical process control and continuous improvement approaches are two examples of effective process management strategies that can result in better output quality, happier customers, and enhanced organizational performance (Goetsch, D. L., & Davis, S. B., 2021).

Customer Satisfaction: Aligning processes with customer expectations and requirements is the goal of process management. Organizations can improve customer satisfaction by improving the quality of their products or services by paying attention to client needs and taking customer feedback into account. Customer satisfaction increases the likelihood of recurring business and brand advocacy, both of which improve an organization's performance. Customer satisfaction and corporate success are greatly enhanced by process management (Slack, Brandon-Jones, and Johnston, 2018).

It's critical to remember that there are many moving parts in the complex relationship between process management and organizational success, including the competitive environment, industry, and organizational context. Process management procedures must be tailored by organizations to their unique needs, and their effects on performance must be regularly observed and assessed (Goetsch, D. L., & Davis, S. B., 2021).

(Slack, Brandon-Jones, and Johnston, 2018) emphasized that there is no one-size-fits-all method for determining the relationship between process management and organizational performance. The precise effects and results will differ depending on the industry, organizational setting, and strategic goals. It is recommended that organizations customize their process management initiatives to suit their particular situation and regularly assess how well they are working to achieve the intended performance results.

Organizations may create a continuous improvement culture, increase productivity, lower expenses, improve quality, stimulate creativity, involve workers, and manage risks by implementing efficient process management techniques. Together, these elements support enhanced organizational effectiveness and long-term success (Krajewski, Ritzman, and Malhotra, 2018).

2.9 Empirical Review

2.9.1 The Study of Toyota Motor Industry

Toyota is frequently mentioned as a leading illustration of the application of Total Quality Management in the service industry. Toyota offers a wide range of services associated with the automotive business, including sales, maintenance, and customer assistance, even though its primary reputation is as a vehicle manufacturer. Toyota's application of Total Quality Management (TQM) principles, including customer focus and continuous improvement, has been extensively researched and documented (Liker, 2004).

Toyota Motor Corporation has gained widespread recognition for its effective application of Total Quality Management (TQM) techniques. Liker (2004) outlined several significant facets of Toyota's TQM implementation, which include:

Continuous Improvement (Kaizen): Toyota has a continual improvement philosophy called "Kaizen." It entails minor, gradual adjustments made by staff members at all levels in order to enhance procedures, goods, and services. This strategy is a cornerstone of Toyota's TQM implementation and promotes a culture of continuous improvement. (Houseus, Michael, and Jeffrey K. Liker, 2021).

Customer Focus: Toyota is committed to identifying and satisfying the needs of its customers. To find areas for improvement, the business actively conducts customer satisfaction surveys, market research, and input from consumers. Toyota aligns its operations and TQM procedures with consumer expectations by using this customer-centric strategy.

Employee Involvement and Empowerment: Toyota is a firm believer in giving its workers the freedom to improve quality. Through programs like quality circles and suggestion systems, the organization encourages staff members to recognize issues, offer solutions, and take part in decision-making. Employee engagement is increased and a sense of ownership is fostered by this involvement.

Standardization and Standard Work: Toyota values standardization highly in order to guarantee reliability and excellence. The organization provides employees with clear directions to carry out duties successfully and efficiently through the use of standard work processes. Standardization improves quality and organizational performance by removing variances and minimizing defects.

Given that the aforementioned Total Quality Management techniques have proven effective for Toyota Motor Corporation, service organizations are free to use them as well. Toyota has become known for providing exceptional service in both the production and service sectors because to these practices.

2.9.2 The Study of Singapore Airlines

Singapore Airlines (SIA) is renowned for providing excellent customer service and has adopted Total Quality Management (TQM) techniques to lead the airline sector to perfection. SIA prioritizes comprehending and satisfying the demands of its customers. The airline engages in learning about the preferences and expectations of its customers by gathering feedback from them and doing in-depth market research. SIA is able to customize its services and consistently raise client satisfaction thanks to this customer-centric strategy (Richard C. Holloway, 2014).

SIA provides its staff with the authority to own the quality of their services. Workers receive comprehensive training on providing outstanding customer service, and they are allowed the freedom to make judgments based on what the customer wants. Being empowered encourages accountability and a dedication to providing a top-notch experience (Jochen Wirtz and Loizos Heracleous, 2017).

By encouraging staff members to find opportunities for improvement and make necessary adjustments to increase service quality, the airline embodies the idea of continuous improvement. According to Jochen Wirtz and Loizos Heracleous (2017), this entails routinely evaluating procedures, asking staff members for recommendations, and putting best practices from both inside and outside the company into effect.

Additionally, it emphasizes operational excellence to guarantee dependability and efficiency. The airline places a strong emphasis on using cutting-edge technologies, strict quality control, and solid procedures to provide consistently high-quality services. According to Jochen Wirtz and Loizos Heracleous (2017), this entails strict maintenance protocols, punctual performance, and meticulous attention to detail in every facet of operations.

To put it briefly, Singapore Airlines (SIA) has used Total Quality Management (TQM) techniques in an effort to attain excellence in the aviation sector. Strong customer focus, employee empowerment, continuous improvement, operational excellence, innovation, and difference are some of the essential components of SIA's Total Quality Management (TQM)

implementation. To continuously improve its service offerings, SIA places a strong emphasis on service excellence, upholds strict quality assurance procedures, makes investments in staff training and development, promotes employee involvement through quality circles, and benchmarks best practices. All things considered, SIA's TQM strategy has helped to build its reputation as a top airline recognized for providing excellent customer service and satisfaction.

2.9.3   The Study of FedEx

To improve operational efficiency and customer service, FedEx, a global provider of logistics and transportation services, has incorporated Total Quality Management (TQM) into its operations. According to a study conducted in 2006 by Matthew T. Davis and David W. Curry, the organization places a strong emphasis on data-driven decision-making, process improvement, and employee involvement. FedEx has been able to continuously fulfill client expectations and provide dependable services because to its TQM initiatives.

The researcher saw that the company's performance improved across the board when these Total Quality Management principles were put into place.

FedEx Corporation has used Total Quality Management (TQM) techniques in order to guarantee client contentment, enhance operational effectiveness, and promote ongoing enhancement. Strong customer focus, employee involvement, continuous improvement, data-driven decision making, and supplier collaboration are among FedEx's TQM implementation's main components. FedEx uses data to make well-informed decisions, aggressively solicits input from customers, gives staff members the freedom to enhance quality, and works closely with suppliers. According to Matthew T. Davis and David W. Curry (2006), FedEx's image as a dependable and customer-focused logistics and delivery services provider is largely attributable to their TQM strategy.

2.10   Chapter Summary

The chapter reviewed previous research on Total Quality Management that had been done in the literature. A theoretical and conceptual framework was used to accomplish this. The relationship between each practice of total quality management and an organization's success was also examined. The chapter's empirical assessment included research on FedEx, Toyota Motor Industry, and Singapore Airlines, all of which demonstrated a correlation between TQM

procedures and organizational success. We will now examine the research approach in Chapter 3.

<center>**CHAPTER III**</center>

RESEARCH METHODOLOGY

3.0   Introduction

The research approach used to examine the connection between operational performance and Total Quality Management (TQM) techniques in Zimbabwean service businesses is presented in this chapter. In order to accomplish the study objectives, a methodical framework for gathering, analyzing, and interpreting data is provided by the research methodology.

3.1   Research philosophy

The set of values, precepts, and presumptions that guide a researcher's methodical approach to gathering data is referred to as their research philosophy. It offers a framework for comprehending and directing the whole research process, from choosing research methodologies to gathering data to interpreting findings.

Researchers can clarify their methodological (approach), ontological (reality), and epistemological (knowledge) presumptions with the aid of research philosophy. It influences the researcher's viewpoint on the boundaries of knowledge, the acquisition of knowledge, and the best ways to carry out research.

As a result, the researcher adopted the following mindset:

Positivism: Positivism is a scientific, objective approach that makes the assumption that there is an outside world. It places a strong emphasis on using quantitative data, generalization, and logical reasoning to identify universal laws and causal links.

Interpretivism: Understanding and interpreting social processes from a subjective standpoint is the main goal of interpretivism. It recognizes that there are several realities and places emphasis on exploring meanings, experiences, and social situations through the use of qualitative data, inductive reasoning, and interpretation.

3.2   Research method

The exact methods, procedures, and instruments that researchers employ to gather, examine, and evaluate data in order to meet their goals and provide answers to their research questions are referred to as research methods. Research methods offer an organized and methodical way to collect data and produce knowledge.

Depending on the nature of the research topic, the research questions, and the resources available, researchers might use a variety of research methods.

The researcher employed the subsequent methodology for this research topic:

Surveys: Using questionnaires or interviews, surveys gather information from a sample of people. You can conduct surveys online, over the phone, or in person. They offer numerical data that may be statistically analyzed to find trends, correlations, and patterns.

Observations: The process of methodically observing and documenting actions, occurrences, or phenomena in their natural environments is known as observational methods. Through observations, researchers can record interactions and behaviors in real time and obtain rich qualitative data.

3.3   Research Design

The research approach used to examine the connection between operational performance and Total Quality Management (TQM) techniques in Zimbabwean service businesses is presented in this chapter. In order to accomplish the study objectives, a methodical framework for gathering, analyzing, and interpreting data is provided by the research methodology.

A research design is defined by Wikipedia as the collection of techniques and protocols used to assess and analyze the variables listed in the problem investigation. The study type (descriptive, correlational, semi-experimental, experimental, review, meta-analytic) and subtype are determined by the design of the research. A structure developed to address research problems is known as a research design.

The researcher uses study design as a guide to carefully and methodically accomplish the aim within the allocated budget and time frame. Not only will the study cost more if it is not finished on time, but it will also lead to a number of additional research-related issues that will lower the research's quality. Translating the general scientific paradigm into a workable research operation is hence the task of a research design. The complete process of organizing and

executing a research study will be referred to as research design. According to Choudhury, Aron, S., Botigué, L.R. et al. (2020), it entails setting up conditions and observations in a way that eliminates potential answers to the research questions and includes an integrated system of checks against all the variables that could have an impact on the validity of the study's findings.

Tewksbury (2009) asserts that descriptive design is useful since it may quickly and affordably allow the researcher to evaluate data from a larger area. A descriptive research study aims to accurately portray the participants. To put it another way, the main focus of descriptive research is on characterizing study participants (Kowalczyk, 2021). The research approach was appropriate since it concentrated on the existing phenomena of the connection between operational performance in Zimbabwean service organizations and Total Quality Management (TQM) techniques.

3.4   Target Population

A broad group of people or things that are the subject of a scientific investigation is known as a research population. However, because testing every member of the population would be extremely costly and time-consuming given the size of the population, researchers frequently are unable to do so. Researchers employ sampling approaches to remedy this. Another name for a well-defined group of people or things that are known to share similar traits is a study population. A common, unifying feature or quality is typically shared by all members of a population (Research Council of Norway, 2019).

By the third quarter of 2021, three million three hundred and forty nine thousand seven hundred and twenty three (3 349 723) persons were employed, according to the Zimbabwe National Statistics Agency (ZIMSTATS, 2021). Of them, 485 710 workers, or 14.5% of the total, were employed by service organizations.

The majority of these service organizations are present in every province and have branches around the nation. According to the Zimbabwe National Statistics Agency (ZIMSTATS), 2021, there are roughly nine service sectors in which organizations are classified. The nine service sectors in Manicaland Province will comprise the whole workforce of the nation's service organizations.

Table 3.1:   Target Population

Respondent Classification	Size	Percentage
Top Management in Service Sector organisation	270	0.53%
Middle Management in Service Sector organisations	450	0.88%
Employees in Service Sector organisations	50 280	98.59%
Target Population	**51 000**	**100.00%**

3.5   Sampling

The process of choosing a representative group from the population being studied is known as sampling. The entire population from which a sample could be taken is known as the target population. The persons who participate in the study constitute a sample. "Participants" are the individuals who engage in the activity (McLeod, 2019). Sampling is defined by the Merriam Webster Dictionary as the act, process, or technique of choosing an appropriate sample, or more precisely, the act, process, or technique of choosing a representative portion of a population in order to ascertain parameters or characteristics of the entire population.

A sample of one hundred people was selected for this study in order to reflect the total population. But according to (McLeod, 2019), in order to produce high-quality data, the sample needs to be representative of the population, allow for reliable data collection, and give every population unit an equal chance of being included. He contends that compared to a census, sampling allows for a higher overall accuracy.

Table 3.2:   Sample size calculation

Respondents Classification	Population	Sample
Top Management in Service Sector organisations	270/51000*100	1
Middle Management in Service Sector organisations	45/51000*100	1
Employees in Service Sector organisations	50280/51000*100	98
Target Population		**100**

3.5.1   Sampling Techniques

The researcher employed convenience sampling, judgmental (purposive) sampling, and quota sampling strategies in this investigation. Below, these methods are now examined;

3.5.2   Quota sampling:

The quota sampling method, which is included under non-probability designs, begins by sorting the population according to pertinent characteristics like age, gender, or region. Next, a sample is selected in direct proportion to the size of the population from the defined strata. Quota sampling was the method employed to separate the population into appropriate groups. The research was categorized into three levels: upper management within service sector companies, middle management within service sector companies, and staff within service sector companies.

The entire sample was distributed among the defined strata in a manner directly proportionate to the population's actual size. The research subjects were then chosen via judgmental sampling.

3.5.3   Justification of stratified sampling method;

Because it does not necessitate the rigid use of random sampling procedures or a sample frame, quota sampling is said to be considerably quicker and simpler to execute than probability

sampling techniques. This makes it well-liked in circumstances where stratification (grouping) of the population under study is necessary. Quota sampling is a non-probability sampling technique where researchers select a sample of people who are representative of the population. These people were selected by researchers based on certain characteristics. In order for the market research samples to be helpful in gathering data, they determine and set quotas. One can extrapolate from these samples to the total population. Only the interviewer's or researcher's familiarity with the population will determine the final subgroup (Fleetwood, 2020). Investigating the features or attributes of particular subgroups and their interactions with one another is another excellent use for this technique.

3.5.4 Judgmental Sampling;

Purposive sampling, authoritative sampling, or judgmental sampling are other names for this type of non-probability sampling when sample members are selected solely on the basis of the researcher's expertise and judgment. There is a possibility that the results will be extremely accurate with a small margin of error because the researcher's knowledge is crucial in the creation of a sample in this sampling technique (Fleetwood, 2020). When there are few members of a population who possess characteristics that a researcher anticipates from the target population, judgmental sampling works best. When researchers believe that using alternative sampling procedures will take more time and they are confident in their ability to choose a sample for research, they opt to use judgmental sampling.

This method was used in the study to create a sample of Zimbabwean employees of service organizations. The purpose of the study was to investigate the association between operational performance in Zimbabwean service organizations and Total Quality Management approaches. The researcher focused on management, including senior and junior members, who operate in service organizations and their staff members. As a result, the researcher selected the aforementioned officials since they were thought to be better educated about the subject matter. It was assumed that every official knew a great deal about the problems facing service organizations.

3.5.5 Justification of Judgmental Sampling Method;

By using judgmental sampling, the researcher was able to save time and money by only interviewing people who had pertinent information, preventing resource waste. It made it possible for the researcher to obtain reliable data from people with experience in the field of investigation. By using this technique, the researcher was able to collect data that was more

accurate because the sample of experienced specialists included in the study offered insightful ideas and viewpoints.

3.5.6 Convenience sampling

Convenience sampling, sometimes referred to as availability sampling, is a particular kind of non-probability sampling technique that depends on gathering data from people of the community who are willing and able to engage in research. When using convenience sampling, the first primary data source that becomes available is used for the study without any further conditions. Stated differently, this sampling technique entails recruiting people from any location that is accessible and/or readily available. Convenience sampling does not specify inclusion criteria before individuals are chosen. Everyone is welcome to take part. This approach can be used in management to gather preliminary primary data on particular concerns, such as prospective customers' comments about a new product design or how a particular brand is perceived.

3.6 Sources of Data

The researcher employed two primary techniques for gathering data. For this study, primary data was gathered and analyzed. Primary data were created and gathered in their original, unprocessed forms for the first time. For this study, secondary data was gathered and utilised. The term "secondary data" describes information obtained from other sources that has previously been employed in study. Secondary data came from information that was published online, in newspapers, journals, business reports, textbooks, and periodicals. The investigator combed through secondary data to find pertinent and useful facts.

3.6.1 Research Instruments

The many types of devices used to gather the data required to solve the research challenge are known as research instruments. These can take the shape of surveys, time slots for in-person interviews, observations, and secondary data (Saunders, 2019).

Data for the study were gathered through interviews, questionnaires, and observations.

3.6.2 Primary Data

Observations

The act of closely observing or keeping a close eye on something or someone is called observation. It comprises an assessment of or deduction from what the investigator would observe (Wikipedia, n.d.). As the name suggests, observation is a method of gathering information through observation. Because the researcher must fully immerse herself in the environment where her respondents are while taking notes and/or recording, the observation data collecting approach is categorized as a participatory study (Dudovskiy, 2019).

3.6.3 Self-Administered Questionnaires;

A set of structured, self-administered questionnaires were distributed to the management of specific service organizations. Questionnaires like the one from Chum (2011) have been utilized in a number of research as a means of gathering data. A questionnaire is a research tool made up of a series of questions that are given to several people in order to gather information about a particular topic. This kind of data collecting is typically employed to obtain statistical information that can be the foundation for future studies. A written series of pre-formulated questions is called a questionnaire, and responders record their replies, often within the confines of clearly specified options. A questionnaire is a sequence of questions intended to elicit from people personal or statistically significant information (Mirriam Webster Dictionary, 2020). In order to convert research topics into specific questions that respondents responded and cover all of the study objectives, the researcher employed questionnaires as an effective data collection technique.

The questionnaire was created in a way that makes sense and makes it possible to record relevant topics. During the handover, the respondents received a comprehensive briefing about the study's aims. The maximum time allotted for responders to finish the questionnaires was three days, after which the completed forms were gathered from them. All employees, middle management, and top management of service sector organizations were given questionnaires. In addition to open-ended questions that allowed for a wide range of answers and scaled response questions that used a Likert scale to measure attitude toward a particular construct under study, the researcher also used closed questions, which required succinct, precise answers that were simple to complete and comprehend. But because of their simplicity in application, capacity to minimize bias based on variations in respondents' articulation, and reasonably straightforward coding and tabulation, most of the questions were closed ended.

3.6.4   Justification of Self-Administered Questionnaires;

Semi-structured questionnaires offer consistency in both questions and answers, making it simpler to assess respondents' viewpoints. Additionally, the tool allowed the researcher to inform respondents about the study's topic and encourage them to provide candid answers. Furthermore, a self-administered questionnaire was taken into consideration for this study due to its low cost, high response rate, anonymity, and capacity to survey a wide range of individuals. It's important to remember that the instrument is cost-effective in terms of both time and money. Additionally, it made it possible to gather a large amount of data quickly and kept respondents' attention on the topic at hand.

Unlike in an interview, the respondents could do the questionnaires at their own pace. Additionally, the researcher's low involvement in the process eliminated the bias factor proposed by Saunders (2019), who claimed that the use of standardized questions and response categories for all respondents facilitates straightforward response comparison and analysis.

3.6.5   Semi-Structured Personal Interviews;

In general, an interview is thought of as a dialogue that the interviewer starts in order to get information from the interviewee (Schinder, 2019). Personal interviews were conducted for this study in order to collect primary data. As stated by Marshall (2021). The most adaptable type of primary research is in-depth interviews, which are suitable for examining specific ideas, opinions, and attitudes. If gathering sensitive input is the aim, in-depth interviews work especially well. These phone or in-person interviews are meant to elicit high-quality answers and provide further detail on particular goals. Compared to self-completion techniques like questionnaires, this has the advantage that the interviewee may determine the quality of each response and the respondent is more likely to devote their complete attention. The respondents were interviewed in-depth using a combination of semi-structured and unstructured methods, and the responses were recorded.

In order to produce a more dependable study, the questionnaire's shortcomings were also countered by the interviews. The tool gave the researcher a comprehensive grasp of the respondents' beliefs, concepts, and opinions regarding operational performance and Total Quality Management techniques. Additionally, it gave the researcher more control over the data and made it possible to generalize the findings to the population by allowing them to delve deeper into the study's key areas. Personal interviews were used to gather data from employees, top and middle management.

3.6.6   Justification of Semi-Structured Personal Interviews;

Personal interviews typically yield a greater response rate and allow for instantaneous data collecting. Personal interviews also have the benefit that respondents typically reply when approached face-to-face, and the instrument used was most appropriate given that personnel in this industry are typically busy. Through in-person interviews, the interviewer was able to identify particular responses and reactions and then clear up any confusion regarding the topics posed. For the following reasons, in-person interviews yielded information more easily than questionnaires:

The response rate was high, particularly when compared to surveys, as people are more at ease answering questions orally than in writing.

Non-spoken Face-to-face engagement allows for clarifications and deeper probing; it also allows the researcher to clarify questions and request further data. Communication in the form of gestures or facial expressions was detected.

3.7   Secondary Data Collection Methods

3.7.1   Organisational Reports

The chance to review the records of the service industry organizations was afforded to the researcher. Reports on performance and finances are among the documents that were reviewed. To ascertain the events' tendency, the majority of reports were also examined. Newspapers were another major source of information about the operational performance of service sector organizations.

3.8   Data Presentation and Analysis

The research's collected data was displayed in tabular, chart, graph, and qualitative form. Tables were utilized to arrange the data for simple reading, and graphs and charts were employed for effective, visually appealing data visualization. According to (Keogh, 2019), data must be presented in an enticing manner once it has been gathered without changing the meaning of the data. To pique readers' interest and encourage them to read more about the findings, it needed to be presented in an insightful manner. In this instance, the data analysis was done by the researcher using tables, pie charts, and graphs.

3.8.1 Data Tables

The researcher was able to present a lot of data that could be easily shown in rows and columns by using tables. The information was arranged in the tables to highlight correlations and patterns, which are essential for data analysis.

Justification for Using Tables;

Because data tables are very clear, easy to produce, and analyze, the researcher chose to utilize them to convey the data. It is significant because several units can be displayed in a single table with distinct rows and columns.

3.8.2 Graphs

Data spanning time was presented using these. They are easy to read and employ bars to show patterns. In general, graphs work well with a lot of organized data.

Justification for Using Graphs

Because graphs provide both form and numbers, in contrast to tables, the researcher decided to employ them. The researcher was able to observe the linkages and patterns in a natural way as a result of the visual form. Important data aspects are more vividly displayed in a graph than in a table.

3.8.3 Pie Charts

A pie chart is a statistical diagram that is circular and has been sliced into slices to show numerical proportion. Pie charts were the main tool utilized by the researcher to compare data and display various population fractions.

Justification for Using Pie Charts;

Pie charts make it easy to see data similarities and differences as well as the percentage of the total population. Pie charts, then, provide an extremely clear image of the data that is displayed. Additionally, the pie charts were colored and shaded differently to draw attention to the various demographic groupings.

3.9 Data Analysis Techniques

The practice of analyzing unstructured data to extract valuable insights is known as data analytics. The optimal plan of action is then determined using these insights (Stephens, 2023). Because if the data were misinterpreted, it would be useless, data analysis is a crucial

component of research. As a result, analyzing data involves looking over the information gathered and drawing conclusions and deductions. For data analysis, the researcher employed comparative and thematic approaches. By using these techniques, the researcher was able to identify underlying presumptions, identify significant factors, and reach conclusions.

3.10   Validity and Reliability Test

Put simply, the extent to which the scale measures what is expected of it indicates the validity of the measuring device. It is not the same as dependability, which is the extent to which results from measurements are consistent. A multi-item assessment scale must be assessed for validity, generalizability, and reliability in order to verify its correctness and applicability. These are a few desired attributes that serve as a barometer for how well the attributes being measured are done. According to Stephens (2023), reliability is limited to the reproducibility of the results, whereas validity is all about the authenticity of the research.

3.11   Chapter Summary

The research design and the justification for carrying out the investigation were thoroughly explained in this chapter. Semi-structured interviews with open-ended questions were one of the data collection techniques employed. Additional information from the documentary review assisted the researcher in determining believability. The ensuing chapter four presents the data analysis and interpretation.

Chapter IV

DATA PRESENTATION, ANALYSIS, PRESENTATION & DISCUSSION

4.0   Introduction

An study of the data about the correlation between overall quality management methods and operational performance in Zimbabwean service organizations is presented in this chapter. The researcher used textual presentation and descriptive statistics to present the research findings in this chapter. This made it possible to properly assess and analyze the research's findings. In order to address the study questions, the data was summarized and displayed as tables, graphs, and charts. The study questions were then addressed by the interpretations that were put forth.

4.1   Response Rate

Table 4.1:   Questionnaire response rate

Research Instrument	Category	Administered	Returned	Response
Questionnaires	Top Management in Service Sector organisations	80	50	62.5%
	Middle Management in Service Sector organisations	60	52	86.67%
	Employees in Service Sector organisations	145	100	68.97%
TOTAL		**285**	**202**	**70.88%**

According to table 4.1's statistics, 30 out of 80 top managers did not return the questionnaires, yielding a 62.5% response rate. Eight out of 60 middle managers did the same, translating to an 86.67% response rate. 68.97% of the 145 employees, or 100 of them, returned the surveys. According to the researcher, it was significant enough to allow for the drawing of insightful conclusions.

Figure 4.1: Questionnaire Response Rate

The distribution of respondents among the stakeholders in the Zimbabwean service sector is depicted in Figure 4.1. The highest percentage of respondents to the questionnaire (86.67%) came from middle management, followed by general staff (68.97%) and top management (62.5%).

4.2   Demographic Characteristics

The investigator believed it was crucial to ascertain the respondents' background details, such as their age, gender, and educational history.

4.2.1 Gender of the Respondents

The respondents were asked to indicate their gender. The responses received are as shown in table 4.2 below;

Table 4. 2:   Gender of the Respondents

	Frequency	Percent (%)
Male	139	68.81
Female	63	31.19
Total	**202**	**100.00**

According to table 4.2's results, 31.19% of respondents identified as female and 68.81% of respondents as male. It is evident that men made up the majority of responders, or top management, middle management, and staff.

4.2.2 Age Bracket

The respondents were further asked to indicate their age. The responses received are as shown in table 4.3 below;

Table 4. 3:   Age Bracket

Category	Frequency	Percent (%)
18-25 years	46	22.77
26-35 years	61	30.20
36-45 years	44	21.78
46 years and above	51	25.25
Total	**202**	**100.00**

The results showed that 22.77% of respondents said they were between the ages of 18 and 25, 30.20% said they were between the ages of 26 and 35, 21.78% said they were between the ages of 36 and 45, and 25.25% said they were at least 46. These results indicate that the majority of respondents were in the 26–35 age range, which represents the active generation.

4.2.3   Academic Qualifications

Additionally, the respondents were asked to list their greatest educational achievements. The answers that were given are displayed in table 4.4 below;

Table 4. 4:   Academic Qualifications

Qualification	Frequency	Percentage (%)
Doctorate	0	0
Master's Degree	34	16.83
First Degree	102	50.50
Diploma	66	32.67
Total	**202**	**100.00**

The research revealed that none of the respondents had completed a doctorate, 16.83% of them said they had a master's degree, 50.50% said they had a first degree, and 32.67% said they had a diploma. These results show that the majority of the respondents who were questioned had first-degree degrees as their highest level of education, which is indicative of a prerequisite for employment in the majority of service businesses.

4.3   Total Quality Management Practices

The goal of the study was to evaluate the connection between operational performance in Zimbabwean service organizations and overall quality management techniques.

The sub-objectives of the research were reflected in the division of the questionnaire into five sections.

4.4 Presentation of the study results on objective by objective basis

4.4.1 Reliability tests

The Cronbach's Alpha test was used to conduct a reliability test on the study's structures (remanufacturing, reusing, recycling, waste disposal, and organization performance). (Rubin and Babbie, 2018) state that this test determines if the data collected will be sufficiently robust to withstand further testing through sophisticated statistical techniques. According to (Tavakol and Dennick, 2019), acceptable Cronbach's alpha values fall between 0.7 and 0.95. A test's reliability is determined by how free it is from measurement errors; the more faults there are in the test, the less reliable it is. This facilitates the creation of trustworthy comparisons for the researcher and instructor. A crucial component of assessment, reliability is described as enhancing validity rather than contradicting it. The following lists the reliability indices for the variables utilized in this.

4.4.2   The effect of leadership on operational performance in service organisations in Zimbabwe.

The strength of the leadership structures in their organizations was a question posed to the responders. The results showed that 22 respondents, or 11.02% of the sample, thought their organizations' leadership structures were extremely strong; 113 respondents, or 55.93%, thought the same of their organizations' leadership structures; and 58 respondents, or 28.81% of the sample, thought the same of their leadership structures. Nine respondents, or 4.24% of the total, thought their leadership structures were extremely weak out of the 202 responses. There is a positive association between the replies and frequencies. Thus, it can be inferred that there is a widespread belief that service sector organizations have robust leadership structures.

Inquiries regarding the respondents' opinions regarding the impact of leadership on operational effectiveness within their respective organizations were also made. The results demonstrated that, generally speaking, 52% of the 202 respondents agreed with the notion that leadership in service organizations had an impact on operational success, as seen in the above chart. Just 7% of respondents thought that the leadership in service organizations had no bearing on operational performance, whereas 41% of respondents said that the leadership had an impact on operational performance. Since the replies and the results generally show a positive

correlation, we may confidently conclude that leadership in service organizations has some bearing on operational performance.

Next, the researcher wanted to know if respondents thought that the relationship between leadership and operational performance was influenced by outside variables like the political and economic environment. The results demonstrated that respondents overwhelmingly concur that outside variables, such as Zimbabwe's political and economic environment, have an impact on the connection between operational effectiveness and leadership. 76 respondents agreed, 22 disagreed, and 7 strongly disagreed with the 97 respondents' assessment—of the 202 respondents—that external influences had an impact on the relationship between operational performance and leadership. This demonstrates a favorable correlation between the answers and the results.

The researcher set out to investigate the potential impact of senior management and executives on operational performance in service organizations. It is evident from the responses that the respondents believed that the operational performance of service organizations in Zimbabwe is impacted by the activities of senior management and executives. This statement was strongly agreed upon by 107 out of the 202 respondents, 9 disagreed, and no one severely disagreed.

Table 4.5 Descriptive statistics; Effect of leadership on operational performance in service organisations in Zimbabwe.

Question	Mean	Std. Deviation	Variance
Strength of current leadership structure	*29.5*	*27.23*	*741.67*
Influence of leadership on Operational Performance	*40.33*	*28.75*	*862.33*
Influence of external factors on relationship between leadership and operational performance.	*30.25*	*25.85*	*668.25*
Top management actions affects operational performance	*28.75*	*30.77*	*946.91*

Hence overall mean = <u>32.21</u>

The first objective's overall mean, as seen in the above table, is 32.21. The standard deviation shows that the data sets do not deviate significantly from the mean. Even though the data appear to be more dispersed from the variance analysis, this could indicate that the data sets favorably identify with reality. The size of the sector taking into account the sample under investigation may also be shown by the variance results. Nonetheless, this analysis's overall finding is that operational performance in Zimbabwe's service organizations is impacted by leadership.

When asked about the quality of their organizations' leadership structures, the respondents revealed that, on the whole, the leadership is robust. The results also revealed that the common consensus is that a service organization's operational performance is partially influenced by its leadership. Regarding the question of whether outside variables, such as the state of the economy and politics, have an impact on the connection between operational effectiveness and leadership, the majority of respondents strongly agreed. The investigation also revealed a high degree of consensus regarding the impact of top management actions on operational success.

4.4.3. The effects of customer focus on operational performance in service organisations in Zimbabwe.

Customer Focus was examined in the third section of the questionnaire as one of the goals of the study and a crucial component of total quality management. In this section, the researcher aimed to determine the respondents' perceptions of the importance of customer focus in relation to organizational success, particularly in Zimbabwe's service organizations.

In order to indicate whether the level of customer attention in their respective organizations was Excellent, Good, Bad, Very Bad, or Neutral for those who were unsure, respondents were asked to describe it. There were 202 questionnaire responses. According to the results' numerical values, the respondents were largely unbiased. With the largest number of 89 stating they were indifferent on the matter, 24 organizations reported that their customer focus was excellent, 29 said it was good, and 32 and 19 claimed that their customer focus was awful or extremely bad, respectively.

In order to determine if the impact of customer attention and operational performance was Very Strong, Strong, Weak, Very Weak, or Neutral for those who were unsure, the researcher questioned the respondent how they evaluated these relationships. With 105 respondents, or 51.98% of the total replies, the respondents' view of the impact of customer focus on operational performance was skewed to be very strong. Out of the 73 respondents, or 36.14%,

22 respondents expressed neutrality, 2 respondents each stated the influence was weak and extremely weak, and 73 respondents claimed the impact was strong.

The researcher then looked into how the relationship between customer focus and operational success is affected by outside variables like competition or changes in consumer behavior. Twelve respondents believed that external influences had no bearing on the relationship between operational success and customer focus, whereas 46 expressed neutrality, 53 acknowledged some influence, and 91 expressed a very high level of influence. The findings in this section examined how external influences have a significant impact on the connection between operational performance and customer focus.

Next, on a scale of 1 to 10, respondents were asked to assess how their individual organizations' customer-focused initiatives affected operational performance. The following categories were used to classify the responses: 0 to 2, 3 to 4, 5 to 6, 7 to 8, and 9 to 10.

The majority of respondents—84 out of 202—said that operational performance is affected by customer focus 9 to 10 times out of 10, with 45 stating the same. By contrast, 41, 18, and 14 selected the effects of 5 to 6, 3 to 4, and 0 to 2, respectively. The findings indicate that a customer-focused approach has a significant impact on operational success.

The analysis of the answers to the four questions in this section, which were designed to gauge how customer focus affected operational performance in Zimbabwean service organizations, is displayed in the table below.

Table 4.6 : Analysis on the effects of customer focus on operational performance

Question	Mean	Std. Deviation	Variance
The level of customer focus	38.6	25.59	654.64
Impact of customer focus on operational performance	50.5	40.75	1660.25
Effects of external factors on the relationship of customer focus and operational performance	50.5	32.40	1049.67
Effects of customer focus on operational performance	40.4	27.93	780.3

Hence overall mean = <u>44.5</u>

The first objective's overall mean is 44.5, as can be seen in the accompanying table. The standard deviation shows that the data sets do not deviate significantly from the mean. This could indicate that the data sets strongly identify with reality, even though the data appear to be more dispersed from the variance analysis. Taking into account the size of the population and the existence of multiple organizations in the industry, the overall results might not be impacted. The main conclusion is that operational performance in Zimbabwean service organizations is impacted by a customer-focused approach.

4.4.4 The effects of people management practices on operational performance in service organisations in Zimbabwe?

One of the study's goals and a crucial component of total quality management was examined in the fourth section of the questionnaire: people management. The researcher's goal in this section was to find out how much respondents thought people management techniques affected the operational effectiveness of service organizations in Zimbabwe. The questionnaire included a wide range of people management-related topics.

The researcher asked for a summary of the management strategy used in Zimbabwe's various service organizations to manage personnel. There were 202 questionnaire responses. The

majority of respondents—92 out of 202—were neutral, according to the data gathered. According to 33 out of 35 responses, people management in service organizations is great. In contrast, 23 and 19 respondents reported that the people management in their organizations is now terrible or extremely bad.

The investigator additionally aimed to ascertain the respondents' perspectives regarding the impact of personnel management on operational efficiency. The purpose of this study was to examine if people management styles have an impact on operational performance.

Out of the 111 respondents, 54.95% said they had a very strong perception that people management had an impact on operational performance, and 59 said they had a strong perception. Six felt the perception was weak, while 13 claimed it was very weak. Thirteen chose to remain impartial. These findings demonstrate that the operational performance is indeed impacted by people management styles.

The question of whether people management can impact operational performance was posed to the responders. The majority of respondents believed that people management had a significant positive impact on operational performance, and their responses supported this view. No one mentioned that people management was ineffective for operational performance, however 16 people were unsure. Of those surveyed, 128 said that people management was effective, and they were, making up 40% of the sample. The remaining 58 were neutral.

Despite its significance, the researcher was interested in finding out if different service organizations have people management policies. This time, 199 questionnaires were returned for answers, as 3 did not finish this section. According to the respondents' responses, the majority of them—124—were unsure if their organizations had a clear people management policy or not. This is the case even though 75% of the respondents were aware that their companies actually had well-defined people management policies. This illustrates the need for organizations to communicate and make their people management practices clear to all of their employees.

Table 4.7: Analysis on the effects of people management on operational performance in service organisations in Zimbabwe

Question	Mean	Std. Deviation	Variance
Management approach to people management	40.4	29.61	876.8
The influence of people management	40.4	44.76	2003.8
Evaluation of people management effects on operational performance	50.5	57.16	3267.67
Existence of people management policies in service organizations in Zimbabwe	99.5	34.65	1200.5

Hence overall mean = <u>57.7</u>

The aforementioned table indicates that this objective's overall mean is 57.7. The standard deviation shows that the data sets do not deviate significantly from the mean. This could indicate a positive identification between the data sets and reality. The variance analysis indicates a positive association between the data sets, and the data is not very dispersed, making it easy to accept the conclusions. The main conclusion is that operational performance in Zimbabwean service organizations is impacted by people management styles.

4.4.5 The effects of information and analysis on operational performance in service organisations in Zimbabwe.

Enhancing an organization's operational performance requires a lot of information and analysis. In this context, the researcher sought to ascertain whether staff members in Zimbabwe's service organizations have access to information and analysis. In order to do this, the respondents were presented four questions, each of which had a response that led to the final objective question.

Organizational practices vary with respect to information and analysis. In this case, the researcher sought an account of the data and analysis that is already available across multiple organizations. 202 surveys were returned with responses. According to the analysis of the replies, 33 respondents stated that their organizations' information and analysis could be

characterized as excellent. 36 respondents thought it was good, 119 thought it was neutral, and 10 and 4 thought it was poor or extremely bad, respectively, about the information and analysis.

The next step for the researcher was to evaluate the primary information sources that influence operational performance across different organizations. On this one, the respondents had to select the information source that would help them perform better. 110 respondents said that data from all stakeholders motivates the organization to improve operational performance. 46 believed that suppliers could provide better information, 41 believed that customers could provide better information, and 1 and 4 based their information on staff and management. This means that, in terms of information, an organization must always rely on all stakeholders.

The researcher looked for answers to the question because it was assumed that the impact of the information and analysis would also be known. 154 respondents, or 76% of the sample, said that information and analysis have a very substantial impact on operational performance. Of the responders, 42 thought the impact was strong, 4 said it was neutral, 2 said it was weak, and none claimed it was extremely weak. The general consensus is that information and analysis have a significant impact on the operational performance of service organizations.

The researcher was now interested in finding out if the respondents were satisfied with the information flow within their company.

Table 4.8: Satisfaction results on flow of information in service organisations

Response	Frequency
Yes	21
No	53
Neutral	128
Total	202

According to the above table, 128 respondents selected to be neutral, making up the highest percentage of respondents. Of the respondents, 21 were satisfied with the information flow in their organizations, while 53 were not. This shows that most people are dissatisfied with the information flow, yet it may be hard to express their dissatisfaction, which is why neutrality was chosen.

Table 4.9: Analysis on the effects of information and analysis on operational performance in service organisations in Zimbabwe

Question	*Mean*	*Std. Deviation*	*Variance*
Current Information and analysis in Service organizations	*40.4*	*41.23*	*1700.24*
Key sources of information that drives operational performance	*40.4*	*39.38*	*1550.64*
The impact of information and analysis	*50.5*	*61.84*	*3824.75*
Are employees in service organizations happy with the current information and analysis?	*67.33*	*44.84*	*2010.89*

Hence overall mean = 49.7

The objective's overall mean is 49.7, as can be seen in the above table. The standard deviation shows that the data sets do not deviate significantly from the mean. This could indicate a positive identification between the data sets and reality. The variance analysis indicates a positive association between the data sets, and the data is not very dispersed, making it easy to accept the conclusions. The overarching conclusion is that operational performance in Zimbabwean service organizations is impacted by information and analysis. The information and analysis style must be carefully chosen because it affects the organization's performance as a whole.

4.4.6.   Analysis of the extent to which strategic planning affects operational performance of service organisations in Zimbabwe.

In Zimbabwe or any other nation, service companies' operational effectiveness is greatly influenced by their strategic planning. When it comes to strategic planning, some important factors to take into account are resource allocation, goal alignment, and structure. These undoubtedly have an impact on how well Zimbabwean service organizations perform. The researcher, however, was curious about how much strategic planning affected operational success as it was mentioned in the respondents' comments.

It was requested of the responders to outline the strategic planning procedures that are currently in place in their individual service organizations. The majority of respondents, or 118, opted to remain neutral, suggesting they were unable to categorize the level of strategic planning as either very good or very terrible. This decision is typically linked to negativity. Nonetheless, 125 people thought it was great, 43 thought it was okay, 26 thought it was awful, and 8 thought it was extremely bad.

The investigator pursued additional inquiries regarding the alignment between the strategic plans and operations, as well as the impact of this alignment on operational performance. The impression of the influence of strategic planning on operational performance was another goal of the study. Of the respondents, 47 stated that there was a very strong alignment between strategic planning and operational performance; 99 preferred to describe the alignment as strong, 41 as neutral, and 11 as weak and 4 as very weak, respectively.

Conversely, 107 out of 202 respondents said that strategic planning had a very substantial influence. Of the respondents, 84 said the impact was strong, 11 said it was neutral, and none said it was weak or extremely weak.

The researcher's next goal was to find out how much an organization's operational performance is impacted by strategic planning. According to the responses, 136 respondents gave a score of 9 to 10, indicating that they believed strategic planning had a stronger impact on operational performance. 22 selected 5 to 6, indicating that there is a relationship between the two, whereas 37 selected 7 to 8. Six and one responders selected those options for 3 to 4 and 0 to 2, respectively.

Table 4.10: Analysis of the extent to which strategic planning affects operational performance of service organisations in Zimbabwe.

Question	Mean	Std. Deviation	Variance
The current strategic planning process in service organizations	50.5	44.76	2003.25
Alignment of strategic plans	40.4	33.67	1133.44
Impact of strategic planning on operational performance	67.33	40.93	1674.89
The impact of strategic planning in service organization	40.4	49.45	2445.04

Hence overall mean = <u>49.7</u>

The objective's overall mean is 49.7, as can be seen in the above table. The standard deviation shows that the data sets do not deviate significantly from the mean. This could indicate a positive identification between the data sets and reality. The variance analysis indicates a positive association between the data sets, and the data is not very dispersed, making it easy to accept the conclusions. The overall conclusion is that strategic planning and strategies have a bigger impact on the operational performance of service organizations in Zimbabwe. The information and analysis style must be carefully chosen because it affects the organization's performance as a whole.

4.5   Chapter Summary

The data collection method yielded a wealth of information and insights into the perceptions of stakeholders in Zimbabwean service organizations regarding the relationship between operational performance and Total Quality Management practices. The information needed to respond to the main study questions was obtained through the examination of the documents and interview transcripts. According to an examination of participant perceptions in the items they responded, service organizations could improve their implementation of total quality

management. The results showed that participants care about Zimbabwe's service organizations succeeding. The assessment of the question analysis also revealed that the stakeholders are dissatisfied with the level of management that Zimbabwean service organizations are demonstrating. Although implementing Total Quality Management practices could be challenging given our current environment, the stakeholders expect service providers to make a stronger effort. After that, chapter five will provide a summary of the findings, suggestions, and conclusions.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0   Introduction

The main data findings, conclusions from the findings that were highlighted, and recommendations based on those conclusions were discussed in this chapter. The study's goal was the main emphasis of the conclusions and suggestions made.

5.1   Summary

The study sought to establish the relationship between total quality management practices and operational performance in Service organisations in Zimbabwe. The first chapter provided an overview of the subject by examining the study's background, problem statement, objectives, purpose, research hypothesis, significance, delimitations, time frame, assumptions, limitations, ethical considerations, and definitions of key terms.

In the second chapter, the literature was reviewed, and the theoretical and conceptual frameworks were examined along with other related research conducted in Zimbabwe, Africa, and globally.

In chapter three, the researcher covered study methodology, including target population, sample strategies, and questionnaire design and administration.

Data displays, analysis, and debates were covered in Chapter 4. The replies from research participants were discussed in this chapter. Data analysis was also done to produce study findings that were relevant.

5.2   Conclusions

5.2.1   The effect of leadership on operational performance in service organisations in Zimbabwe.

The study found that Zimbabwe's service organizations had a robust leadership structure. This indicates that the leadership possesses all the necessary qualifications to hold such roles. The

study also showed that leadership has a partial impact on operational performance, or that the leadership's actions have a partial influence on the outcomes that the organization achieves. The relationship between leadership and operational success is also influenced by external circumstances, such as the political and economic situation in Zimbabwe. Decisions made by the leadership can be influenced by outside variables, which could negatively impact operational success.

5.2.2 The effects of customer focus on operational performance in service organisations in Zimbabwe.

According to the results, a lot of participants expressed dissatisfaction with the degree of customer attention in their different organizations and said they would rather remain impartial. This was the case even though it is well acknowledged that operational success is greatly impacted by a customer-focused approach. The research findings indicate that the correlation between customer focus and operational success is significantly influenced by exogenous factors, including but not limited to competition and shifts in customer behavior. Customer attention has been shown to influence operational performance as well as the organization's success as a whole. The TQM technique of customer attention has a favorable impact on operational performance in Zimbabwean service firms.

5.2.3 The effects of people management practices on operational performance in service organisations in Zimbabwe.

The study found that most respondents were undecided about the effectiveness of the existing people management approach, leaving much to be desired. It was widely believed that people management might impact or affect an organization's operational performance. This essentially indicates that poor people management can negatively impact operational performance. It has also been observed that the majority of Zimbabwean service organizations either lack explicit people management policies or their staff members might not be aware of them. Operational effectiveness in Zimbabwean service firms is positively impacted by employee participation in TQM procedures.

5.2.4 The effects of information and analysis on operational performance in service organisations.

According to the research, consumers have no opinion on how good the information and analysis currently available in service organizations is. As a result of the majority of people's

neutrality, service organizations need to make significant progress in this area. It was also mentioned that all of the organization's stakeholders are crucial since they all contribute to becoming sources of vital information. It was also discovered that information and analysis had a significant impact on operational performance, which should not be minimized. The TQM practice of continuous improvement has a positive impact on operational performance in Zimbabwean service firms.

5.2.5 Analysis on the extent to which strategic planning affects operational performance of service organisations in Zimbabwe.

It is impossible to categorize the strategic planning methods used by service organizations as either excellent or terrible because the respondents had no opinion. It was also observed that operational performance and strategic planning methods are correlated or aligned. The nature and quality of the strategic plan have a significant impact on operational performance as well. Then, it was observed that a larger degree of operational performance is impacted by all strategic plans. In Zimbabwe, effective planning as a TQM technique has a favorable impact on operational performance in service organizations.

5.2.6 The relationship between Total Quality Management practices and operational performance

According to the results of this study, organizational or operational performance and Total Quality Management methods are often positively correlated. Organizations that prioritize Total Quality Management (TQM) procedures see improvements in performance; those that disregard them see declines. The TQM practice of effective process management has a favorable impact on operational performance in Zimbabwean service firms.

Therefore, the study's conclusion is unambiguous: operational performance in Zimbabwe's service firms and total quality management (TQM) techniques are positively correlated.

5.3   Recommendations

Following an investigation on "The relationship between total quality management practices and performance in service organizations in Zimbabwe," the researcher made the following suggestions:

➢ **Foster a culture of continuous improvement**: Through the application of TQM techniques, service firms in Zimbabwe should adopt a culture of continuous improvement. This entails fostering creative thinking, encouraging employee involvement, and offering opportunities for learning and growth. Organizations can increase their overall performance by consistently looking for methods to improve their services and procedures.

➢ **Prioritize customer focus**: By putting customer focus and TQM standards into practice, service businesses may give priority to the requirements and expectations of their customers. This may entail regularly asking customers for their opinions, gathering their input, and using it to improve the way services are provided. Organizations may improve customer satisfaction and loyalty by placing the needs and wants of their customers at the center of their operations.

➢ **Develop strong leadership commitment**: The effective use of TQM practices depends on strong leadership. It is imperative for service businesses to guarantee that their executives exhibit a robust dedication to quality by establishing unambiguous standards, furnishing essential resources, and proactively engaging in quality enhancement endeavors. In addition, leaders ought to set an example for the rest of the company by encouraging a culture that values quality.

➢ **Establish effective communication channels**: Effective and transparent communication channels are essential for the TQM procedures to be implemented successfully. Service companies should set up channels for staff members to voice opinions, worries, and ideas. This can involve holding frequent gatherings, providing suggestion boxes, or using digital communication tools. Organizations can encourage cooperation and creativity by cultivating an environment of open communication.

➢ **Monitor and review the planning process**: The efficacy and flexibility of the planning process must be regularly monitored and reviewed. Service companies

should set up systems to evaluate how well TQM is being implemented, spot any holes or plan deviations, and make the required corrections. Throughout the implementation phase, this ongoing monitoring and evaluation procedure aids businesses in staying on course and making wise decisions.

It is imperative that Zimbabwean service groups modify these suggestions to suit their unique circumstances and obstacles. TQM practice implementation calls for dedication, resources, and a long-term outlook. Service companies can work toward increasing performance and providing their clients with high-quality services by adopting these suggestions.

5.4   Recommendation for further study

It is advised that more research be done in this field in light of the quickly evolving social and economic contexts and the innovations brought about by constantly improving technology. More research is necessary since some theories may become obsolete as a result of the changes the world is going through.

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Appendix A:

Sample Questionnaire

QUESTIONNAIRE TO MANAGEMENT AND STAFF IN SERVICE ORGANISATIONS.

I am Samuel Magwegwe, carrying out a research on **"The relationship between total quality management practices and operational performance in Service organisations in Zimbabwe"** as a partial requirement to fulfil my studies towards a Master of Commerce in Strategic Management Degree with the Great Zimbabwe University.

Thank you for taking the time to complete this questionnaire; it should only take 10 minutes. Please return your completed questionnaire to Mr Samuel Magwegwe at 1185 Chikanga 1 Mutare or email to samuelmagwegwe@gmail.com. Your answers will be treated with complete confidentiality and will be entirely anonymous. If you have any questions about this questionnaire, please contact me on +263 778 703 323.

Section 1

1. Gender: Male   ☐   Female   ☐

2. Age _____ years have age groups

a. Town of residence _____

3. Position in your Organization: Management ☐ Staff ☐

4. Highest academic qualifications:

High School ☐

Diploma ☐

Bachelor's Degree ☐

Master's Degree ☐

Doctorate ☐

5. Years of Experience in the Service Industry:

Less than 1 year ☐

1 – 5 years ☐

6 – 10 years ☐

Above 10 years ☐

Section 2: Total Quality Management Practices

2.1 The effect of leadership on operational performance in service organizations in Zimbabwe.

Question	Response	
6. How would you describe the current leadership structure in your organization?	Very Strong Strong Weak Very weak	☐ ☐ ☐ ☐
7. In your opinion, how do you perceive the influence of leadership on operational performance?	Influential Partly influential Not influential	☐ ☐ ☐
8. External factors, such as the economic and political climate in Zimbabwe, influence the relationship between leadership and operational performance?	Strongly Agree Agree Disagree Strongly Disagree	☐ ☐ ☐ ☐
9. Top management actions affects operational performance	Strongly Agree Agree Disagree Strongly Disagree	☐ ☐ ☐ ☐

2.2 The effects of customer focus on operational performance in service organizations in Zimbabwe.

Question	Response	
10. Would you describe the level of customer focus in you organization?	Excellent Good Neutral Bad Very Bad	☐ ☐ ☐ ☐ ☐
11. In your opinion, how do you perceive the impact of customer focus on operational performance?	Very strong Strong Neutral Weak Very Weak	☐ ☐ ☐ ☐ ☐
12. How do external factors, such as competition or changes in consumer behavior, influence the relationship between customer focus and operational performance?	Very influential Influential Neutral Not influential	☐ ☐ ☐ ☐

Question	Response	
13. Out of 10, how do you measure or evaluate the effect of customer focus on operational performance in your organization?	9-10	☐
	7-8	☐
	5-6	☐ ☐
	3-4	☐
	0-2	

2.3   How does people management affects operational performance in service organizations in Zimbabwe.

Question	Response	
14. How would you describe the current approach to people management in your organization?	Excellent	☐
	Good	☐
	Neutral	☐ ☐
	Bad	☐
	Very Bad	
15. In your opinion, how do you perceive the influence of people management on operational performance?	Very strong	☐
	Strong	☐
	Neutral	☐ ☐
	Weak	☐
	Very Weak	
16. How do you measure or evaluate the effect of people management on operational performance in your organization?	Very effective	☐
	Effective	☐
	Neutral	☐ ☐
	Not effective	☐
	No idea	

Question	Response	
17. Does your organization have a clear people management policy?	Yes	☐
	No	☐
	Not sure	☐

2.4 Establishing the effects of information and analysis on operational performance in your organization.

Question	Response	
18. How would you describe the current information and analysis practices in your organization?	Excellent	☐
	Good	☐
	Neutral	☐
		☐
	Bad	☐
	Very Bad	
19. What are the key sources of information used to drive operational performance in your organization?	Employees	☐
	Management	☐
	Customers	☐
		☐
	Suppliers	☐
	All stakeholders	
20. In your opinion, how do you perceive the impact of information and analysis on operational performance in your organization?	Very strong	☐
	Strong	☐
	Neutral	☐
		☐
		☐

Question	Response	
	Weak	
	Very Weak	
21. Are you happy with the way information flows in your organization?	Yes	☐
	No	☐
	Neutral	☐

2.5 Analysis of the extent to which strategic planning affects operational performance of service organizations in Zimbabwe.

Question	Response	
22. How would you describe the current strategic planning practices in your organization?	Excellent	☐
	Good	☐
	Neutral	☐
	Bad	☐
	Very Bad	☐
23. What is the level of alignment between strategic planning and operational performance in your organization?	Very strong	☐
	Strong	☐
	Neutral	☐
	Weak	☐
	Very Weak	☐
24. In your opinion, how do you perceive the impact of strategic planning on operational performance?	Very strong	☐
	Strong	☐
	Neutral	☐
	Weak	☐

	Very Weak	
25. Out of ten, how do you measure or evaluate the extent to which strategic planning affects operational performance in your organization?	9-10 7-8 5-6 3-4 0-2	☐ ☐ ☐ ☐ ☐

Thank you for your participation! Your responses will be treated with the confidentiality that they deserve.