

MIDLANDS STATE UNIVERSITY



FACULTY OF COMMERCE

DEPARTMENT OF ACCOUNTING

**An Assessment Of The Impact Of Total Quality Management On Profitability Of Ok
Zimbabwe:**

A Case Of Ok Kuwadzana 2 2017-2019

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DECLARATION

I ALBERT RISINAMHODZI R157516G a student at Midlands State University do hereby declare that this document is an original piece of work done by me.

DEDICATIONS

This report is dedicated to my family and friends.

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I would like to thank the Lord God Almighty for His faithfulness over the years up until the writing of this dissertation. I express my deepest gratitude to my mother, my brother Edson Risinamhodzi, my sister Yolanda Risinamhodzi Mindozo and my girlfriend Shelter Tauzeni for the unwavering love and encouraging support they have abundantly provided to me. I am also thankful to my supervisor Mr. N Chinyamunjiko for his continued support, encouragement, tolerance, patience and assistance on the writing of the project.

I thank OK Zimbabwe for allowing me to carry out this research at their company and my gratitude goes to all the employees at OK Kuwadzana 2.

ABSTRACT

The research sought to assess impact of total quality management on profitability of OK Kuwadzana 2. The background to the study and research objectives were identified from the research problem which was the decline in profitability, revenue growth and market share. Literature on total quality management was reviewed with core authors including Deeming (2016) and Crosby (2016). The researcher applied the descriptive research design with a sample size of 19 employees and 25 customers. Primary and secondary data was collected through the use of questionnaires and interviews. Research findings presented, analysed and interpreted showed that the total quality management practice is not communicated to all employees, there is no total member involvement regarding employee participation in organisational decisions, customer satisfaction levels are low and a number of challenges are being faced in relation to profitability including increasing competition, escalating labour costs, and changing consumer behaviour and multi-channel buying. The researcher made the following recommendations: total quality management practice should be communicated to all the employees promoting total member involvement and other solutions targeted on implementing total quality management and solving organizational challenges. The research was a success as it answered the research questions raised by the study and further areas of research were also highlighted by the researcher as the areas of study are not exhausted.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The chapter introduces the reader to the background of the study, statement of the problem, research objectives, and research question, significance of the study, and limitations and delimitations of the study.

1.2 Background of study

In recent times, Total Quality Management is an operations management technique which has been successfully adopted and applied by the most successfully and leading retail companies globally namely TESCO and Walmart. This technique, (through all members' participation in processes, products, services, and the culture in which they work), has driven these top players to be highly profitable and expand rapidly in growth (Butterland, 2017).

The profitability and revenue growth of OK Kuwadzana 2 declined with reference to the desired levels which were expected from 2017 up to 2019 (OK Kuwadzana 2 annual financial report notes for the year ended 31 December 2019). Having the knowledge that Total Quality Management is an operations management practice which aids in maximum efficiency attainability within an organisation the researcher felt prompted to assess whether the implementation of total quality management would help to ameliorate the problems at OK Kuwadzana 2.

A research has been carried out analyzing the effectiveness of sales promotions at OK Zimbabwe (Mamvura, 2006) to assess the significance of sales promotions in increasing market share and profitability. There is an additional gap in improving the performance of OK Zimbabwe hence the need to undergo this current research.

This research aims at assessing the impact of Total Quality Management on performance of Ok Zimbabwe. Total Quality Management refers to a system of management based on the principle that every member of staff must be committed to maintaining high standards of work in every

aspect of a company's operations (Dhoul, 2018). This is an operations management practice which aids in ensuring maximum efficiency attainability within an organization.

In fact, OK Zimbabwe Limited is a listed group conducting retail business in Zimbabwe. The group is a leading supermarket retailer, whose business covers three major categories, comprising groceries, basic clothing and textiles and house ware products. In 2011 the group acquired Makro in a bid to grow its business by operating in a different market segment. The group operates from 61 retail outlets countrywide according to slideshare website accessed on 15/12/2019.

OK Kuwadzana 2 is one of the many branches of OK Zimbabwe Limited and has had adverse variances in its budgeted operations schedules against its actual schedules from year 2017 up to 2019. This is shown by the table below:

Table 1.1 Budgets against actual schedules on revenue, costs, profits and earnings per share

Year	Budgeted against actual schedule variance for:				Market share decline%
	Revenue%	Operating costs %	Profit after tax%	Earnings per share%	
2017	(3.6)	(12.8)	(13.3)	(24.6)	(4.34)
2018	(5.7)	(17.5)	(23)	(28.5)	(9.1)
2019	(3.2)	(10.3)	(30.67)	(23.5)	(12.6)

SOURCE: ONLINE ZIM RETAILERS FINANCIAL GAZETTE 25/01/2020

The table above shows the targeted levels of revenue, operating costs, profit after tax, earnings per share were not achieved as they all indicate adverse variances from 2017 to 2019. The market

share is also declining from 2017 to 2019. This also seems to show that the intended level of profitability of the company declined. The company chairman in his 2017, 2018, 2019 reports indicated that limited growth in revenue was achieved and there was decline in profitability according to OK Kuwadzana 2 annual financial report notes for the year ended 31 December 2019. Having the knowledge that Total Quality Management is an operations management practice which aids in maximum efficiency attainability within an organisation the researcher felt prompted to assess whether the implementation of total quality management would help to ameliorate the problems at OK Kuwadzana 2. It is against these drop backs that the researcher has been prompted to assess the impact of total quality management on profitability of OK Kuwadzana 2.

1.3 Statement of Problem

The profitability and revenue growth of OK Kuwadzana 2 declined with reference to the desired levels which were expected from 2017 up to 2019 (OK Kuwadzana 2 annual financial report notes for the year ended 31 December 2019). Having the knowledge that Total Quality Management is an operations management practice which aids in maximum efficiency attainability within an organisation the researcher felt prompted to assess whether the implementation of total quality management would help to ameliorate the problems at OK Kuwadzana 2.

1.4 Research objectives

The research aims

- To establish challenges being faced at Ok
- To establish the existence of Total Quality Management technique at OK
- To assess the relationship between Total Quality Management and profitability of a company such as OK
- To establish factors that affect successful implementation of total quality management

1.5 Research question

The research objectives can be addressed through the following research questions

- What are the challenges that are being faced at Ok?
- Are there Total Quality Management techniques being implemented at OK?
- Is there a relationship between Total Quality Management and profitability of a company such as OK?
- What factors affect successful implementation of total quality management?

1.6 Significance of the study

The study will act as a helping tool to improve the operations efficiency of OK Zimbabwe so it can attain the best possible results within the organisation as desired by the management workforce.

To the student

The study is done in partial fulfilment of the requirements for the Bachelor of Commerce Honours degree in Accounting of the Midlands State University.

To the University

The research will provide literature for use by other scholars.

To the organisation

Through implementing recommendations by the research, the enterprise would improve its operations management practices.

1.7 Limitations of the study

Limited access to confidential information, of a proprietary nature which was useful for the purposes of the research. The researcher provided assurance that data made available would be held confidential and used for academic purposes only.

Financial resources needed due to travelling costs, printing and communication. This constraint was mitigated by use of phone instead of travelling and also by sending copies through e-mail.

1.8 De-limitations of the study

The scope of the research is confined to:

Operations management practice of OK Kuwadzana 2 in Harare (2017-2019).

1.9 Assumptions

In this research the following assumptions will be made:

- ❖ Current regulations remains in force during time for research
- ❖ Respondents are going to make available data to their best knowledge

1.10 Summary

The chapter presented the background of the study, the statement of the problem, purpose of the study, research questions, research objectives, significance of the study, limitations of the study, de-limitations of the study and assumptions. Chapter 2 is on literature review.

Chapter 2

Literature review

2.0 Introduction

This chapter covers the challenges being faced at OK, total quality management being implemented at OK, relationship between total quality management profitability of a company such as OK and factors that affect successful implementation of total quality management.

2.1 Theoretical of Total Quality Management

Total quality management (TQM) is a quality improvement body of methodologies that are customer based and service oriented. TQM was first developed in japan, and then spread in popularity. However, while TQM may refer to a set of customer-based practices that intend to improve quality and promote process improvement, there are several different theories at work guiding TQM practices.

❖ Joseph M Juran's theory(1964)

Joseph Juran is known for what has become the quality trilogy. The quality trilogy is made up of quality planning, quality improvement and quality control. If a quality improvement project is to be successful, then all quality improvement actions must be carefully planned out and controlled. Juran believed there were ten steps to quality improvement. These steps are:

1. An awareness of opportunities and needs for improvements must be created
2. Improvement goal must be determined
3. Organization is required for reaching the goals
4. Training needs to be provided
5. Initialize projects
6. Monitor progress

7. Recognize performance report on results
8. Track achievements of improvements

❖ **Ishikawa's theory**

Dr. Kaoru Ishikawa points out there are seven basic tools for quality improvement. . These tools are:

1. Pareto analysis- pareto analysis helps to identify the problems in a process
2. Cause and effect diagrams- help to get to the root cause of problems
3. Stratification-analyses how the information that has been collected fit together
4. Check sheets- look at how often problems occurs
5. Histograms- monitor variation
6. Scatter charts- demonstrate a relationship between a variety of factors
7. Process and control charts- a control chart helps to determine what variations to focus on

❖ **William E. Deming (1986; 1993)**

This theory rests upon fourteen points of management he identified, the system of profound knowledge and the steward cycle (plan-do-check-act).he is known for his ratio – quality is equal to the results of the work efforts over the total costs, the problem is that costs rise while quality deteriorates. Deming's system of profound knowledge consists of the following four points:

- System appreciation-
- Variation knowledge-
- Knowledge theory-
- Phycology knowledge-

The fourteen points of Deming's theory of total quality management are as follows:

1. Create constancy of purpose
2. Adopt the new philosophy
3. Stop dependencies on mass inspections
4. Don't award business upon the price

5. Aim for continuous production and service improvements
6. Bring in cutting-edge on the job training
7. Implement cutting-edge methods for leadership
8. Abolish fear from the company
9. Deconstruct departmental barriers
10. Get rid of quantity-based work goals
11. Get rid of quotas and standards
12. Support pride of craftsmanship
13. Ensure everyone is trained and educated
14. Make sure the top management structure supports the previous thirteen points

❖ **Phillip B. Crosby' theory (1979)**

Philip Crosby based on four absolutes of quality management and his own list of fourteen steps to quality improvements.

Crosby's four absolutes are:

- We define quality as adherence to requirements
- Prevention is the best way to ensure quality
- Zero defects(mistakes) is the performance standard for quality
- Quality is measured by the price of nonconformity

The fourteen steps are:

1. Attain total commitment from management
2. Form a quality improvement team
3. Create a metrics for each quality improvement activity
4. Determine cost of quality and show how improvement will contribute to gains
5. Train supervisors appropriately
6. Encourage employees to fix defects and keep issues logs
7. Create a zero defects committee
8. Ensure that employees and supervisors understand the steps to quality
9. Demonstrate your company's commitment by holding a zero defects day
10. Goals are set on 30, 60, 90 days schedule
11. Determine root causes of errors, remove them from processes

12. Create incentive programs for employees

2.3 Empirical evidence literature

Despite the existence of a consolidated line of research with focus on the impact of quality on various operational aspects of the firms (Flynn, Schroeder and Sakakibara (2016); Adam Jr (2016);Forza and Filippini (2017)); Choi and Eboch (2017); Dow, Samson and Ford (2017), the academic interest about the impact of quality on the financial results is more recent. One seminal work (Powell 2017) had major implications for the areas of operations and strategy.

Powell's empirical research shows that characteristics commonly associated to TQM (Total Quality Management), such as process improvement, benchmarking, and training (also know as "hard TQM") (Rahman 2017), do not produce competitive advantages for the firms, contrary to some tacit, behavior and non-imitable characteristics ("soft TQM"), such as organizational culture, empowerment and the leadership commitment. According to Powell, these results support the RBV theory (Dierickx and Cool 2016; Barney 1991; Peteraf 2017). Powell was also the first to challenge the view of quality as a whole, since in his study only three of twelve practices associated to TQM were related to superior performance, therefore suggesting that companies could capture benefits from quality management without necessarily using the whole "TQM ideology".

Mohrman et al. (2017) worked, via questionnaires, with the 500 largest industrial companies and the 500 largest service companies of the United States, according to the Fortune magazine's list. The objective was to investigate the impact of improvement initiatives on the performance of the companies, and the results showed no significant relationship between the adoption of quality management and financial results, operationalized by profitability measures

Ittner and Larcker (2016) adopted a sample of companies in the automotive and computer industries, with operations in Canada, Germany, Japan and the United States, using profitability as the dependent variable. The main interest of the study was to link processes management techniques to profitability increase. The results do not support the idea that process management contributes as a whole towards the financial performance, but that certain techniques had a

positive impact while other ones practically did not influence the performance; to be specific, long term partnerships with suppliers and clients were related to the improvement of profitability, while training, payment based on quality and team work, and the organizational commitment with continuous improvement were not related to higher profitability.

Chenhall (2017) found support for the proposition that relates superior financial performance, operationalized by combined indicators that consider profitability and growth, to the implementation of quality management programs and manufacturing performance measurements. The greatest effects found were the combination of adopting quality management and a management performance evaluation system based on manufacturing indicators. Easton and Jarrell (2018) used a proxy that establish the landmark of the TQM adoption by interviews with companies' representatives and found positive connections between adopting quality management and improvement in growth, profitability and market value.

Wilson and Collier (2018) studied the causal relationship among the different criteria composing the 1995 Malcolm Baldrige National Quality Award criteria utilizing structural equations techniques. The financial performance was taken as an aggregate measure, for which were found evidences of effect of the criteria Process Management and Information and Analysis. The research also concluded that the other criteria did not influence the performance directly, but indirectly by means of its effects on the Process Management and Information and Analysis.

Staw and Epstein (2017) analyzed the impact of the so called "popular management techniques", among which they include quality management. The research did not find evidence that the companies that adopted and implemented quality management had profits above the average. Nonetheless these companies were admired and seen as more innovative. The top executives of the companies that use these management techniques had a greater pay compared to executives from other companies. According to the authors, the disconnection between reality and image supports the institutional theory, with obvious implications for the agency theory. The widespread use of the "popular management techniques" would be explained by the "bandwagon effect".

Fynes and Voss (2017) found that customer satisfaction is impacted in a positive manner by quality and design practices, although no significant effect was found of the customer satisfaction on the aggregate financial performance, a contradictory result compared with that found by Das et al. (2017). Kaynak (2018) validates a theoretical framework containing associations between quality management practices and performance measures (inventory, quality, market and financial). Cho and Pucik (2018) proposed a theoretical model including quality and also innovation, trying to test the direct effect of these practices, as well as its mediator effects, on growth, profit and market value. The model was tested utilizing structural equations, finding evidence of the relations among quality and profit. But it was not possible to observe the quality effect on growth, except when innovation was present as a mediator effect. The effect on market value was not tested directly, but only together with the moderator effects of growth and profitability.

Nair (2018) was responsible for the first study of meta-analysis regarding the impact of quality on performance, by using data from others 23 published studies. In terms of financial performance, treated as an aggregate variable, the results showed positive effects for leadership, people management, process management and client focus practices. Nonetheless, positive effects were not found for product management, design, supplier management and quality data analysis practices.

As previously remarked, the researches that considered the impact of quality on financial performance on a before-after basis, as proposed by this work, were rare. Hendricks and Singhal (2016) demonstrated improvements in profitability and revenue growth in the long term, for companies that have won quality awards, based on a comparison of the evolution of these variables with a control group.

Interesting results were obtained by York and Miree (2017), showing that Malcolm Baldrige National Quality Award and state quality awards winners had higher profitability than companies from a control group. This was true before and after winning the award, which supports the idea of covariance, and not of a causal relationship, between quality and superior performance.

In Brazil, the empirical studies on the impact of quality on financial performance are scarce. Only the papers of Pignanelli (2019) and Brito, Csillag and Brito (2019) were identified. Pignanelli (2019) used a sample of publicly traded Brazilian companies which were PNQ

winner or finalist and investigated the impact of PNQ Criteria use on shareholder wealth maximization, operationalizing this construct by the market value of the firms. The results showed that the evolution of the market value of companies recognized with the award was in line with the average of their industries.

Brito, Csillag and Brito (2019) had access to data of the PNQ evaluation process from 2014 to 2017, which allowed financial performance (profitability and growth) to be studied for three different groups: the winners and finalists of PNQ, firms that went to the second stage of the award evaluation process, and other companies of the same sectors. The findings showed that Brazilian companies that effectively adopt quality management according to FNQ model have profitability above the average of their sectors. On the other hand, the results showed that these same companies present growth rates equivalent to the averages in their sectors.

2.4 Gap analysis

An integrated evaluation of the body of knowledge produced by the empirical researches shows relationships between quality and profitability in many papers, while on the other hand some relevant researches cannot show these relationships. The replication of studies in other settings can contribute and enrich this body of knowledge. Research with OK Kuwadzana is necessary, there is a knowledge gap, because of the lack of empirical studies of this kind in the organization which is OK Kuwadzana 2.

2.5 Challenges being experienced by OK Zimbabwe

Petlock and Kumar (2017) research indicates that the most referred set of challenges that retailers face are inventory management issues, employee problems, shrinkage, increase in multi-channel shopping, targeting and keeping customers and keeping up with changing retail technologies.

Erland et al (2018) worked, via questionnaires, with the 250 retail companies in Europe and the biggest challenges faced by retailers are escalating labor costs, issues in existing store systems

technology, ever growing competition with supermarkets, knowing the levels of inventory, understanding customer demands and managing processes and operations.

Jabel and Luis (2018); Richardson et al (2018) argued that the mostly referenced set of problems that retailers face are unskilled employees, low profit margins, attracting customer loyalty, new completion, rising cost pressures, inventory management and controlling operational costs.

Marshmello and Gupta (2019) empirical research shows that challenges commonly associated with retailers in the industry are increasing competition, unskilled labor, high labor costs, keeping customer loyalty, infrastructure problems.

Deshwal (2016), Kusuma et al (2017) agrees that challenges of retail industry includes inefficient supply chain management, lack of retail space, shortage of skilled manpower, lack of proper infrastructure and distribution challenges.

Rani (2018) cited that in India the challenges facing the retail sector also included cultural diversity, inefficient supply chain management, shortage of trained manpower, changing consumer behavior, and infrastructure problems.

Kumar (2016), Pfohl and Roth (2017), Otto and Mensing (2017) agrees that the challenges of retail industry are changed demographic structure which changes customer requirements, limitations of infrastructure, and alignment and understanding of local cultures.

The challenges being faced by OK Zimbabwe are explained below:

1 Increasing competition and Low profit margins

Jabel and Luis(2018); Marshmello and Gupta (2019) cited that Supermarkets operate with low margins and rely on improving sales volume to generate profits. The challenge is increasing Competition limits a company's ability to raise prices and it also reduces market share previously obtained therefore reducing the sales volume. Competition also means customers have a variety of choices which leads to a waning of brand loyalty.

There are a lot of competitors who are increasingly gaining market share in the industry namely pick n' pay, choppies, spars and other small retailers.

2 New competition

New competitors in the retail space have different operating models and cost bases. Many are either online or businesses that have only a small number of stores meaning they can avoid cost pressures like the rising cost of property as stated by Jabel and Luis (2018)

3 Escalating labor costs and Employee problems

Controlling operational costs is certainly one of the biggest challenges that any supermarket faces. Since supermarkets typically run on low profit margins, the need for a lean and efficient operation is crucial. Labor costs are single greatest controllable expense. There is a tendency to cut labor during tough times. If labor cost is not managed properly customer service and store conditions suffer. This of course, results in lost customers and sales. Improper budget necessary for training programs will most likely see both increased employee turnover, which becomes costly over time, as well as reduced customer service, due to lack of training Erland et al (2018).

Employee costs remain high, largely due to turnover rates. The employee quit rate in the Retail Industry was 33.4% for 2016, which is one of the highest rates amongst all industries. If you add to that another 16.5% for layoffs and discharges and 3.8% for other separations, well over half of all retail employees are replaced each year! While this improved slightly (down 2.2%) from the year before, it has remained at or above 51% since 2009.

In addition to the direct costs of hiring and training new employees, there can be a substantial indirect impact on profitability due to poor customer satisfaction. A satisfied customer will tell an average of two people. However typically 95% of unhappy customers will not complain to the establishment, but they will tell five to ten other people about their bad experience according to Marshmello and Gupta (2019).

Nearly 7 out of 10 shoppers cite poor service as the reason they stop doing business with a company. Add to that the estimate that it costs about five times more to acquire a new customer compared to keeping an existing one, and it becomes clear that employee issues can have a significant impact on a retailer's bottom line according to Marshmello and Gupta (2019)

4 Changing consumer behavior and multichannel buying experiences

Consumers are now choosing to shop more and more online, increasingly via their smartphones. In a certain Deloitte survey 2020, it was found that more people had shopped online than instore across a range of non-food categories.

With more complete e-retail experiences available, customers are shopping online regularly and making purchases in-store. Customers are moving seamlessly between online and offline experiences. The explosion in mobile retail means in-store research and showrooming- the practice of viewing a product in-store only to make the purchase online- are more than ever. Customers are switching between instore and online channels from purchase to purchase, depending which best serves their needs at the time. Petlock and Kumar (2017); Rani (2018)

5 Inventory management

Jabel and Luis (2018) indicate that inaccurate inventory records alone cost companies, on average, 11% of profits a year! Knowing what to buy, when to buy it and when to mark down or clear underperforming products has always been a key part of remaining competitive in the retail environment. Poor financial performance is the obvious result of carrying too much stock or too many slow-moving items.

However, being too lean on inventory can be almost as bad – studies indicate that retailers lose about 4.5% of potential sales due to the desired products being out-of-stock!

2.6 Establishing TQM techniques implemented at OK

Total Quality Management techniques/practices they tend to vary from one organization to another, usually depending with the nature of the business. On this objective, the successful TQM model of one the best leading Spanish supermarket is going to be used to establish whether there are TQM practices at OK Zimbabwe.

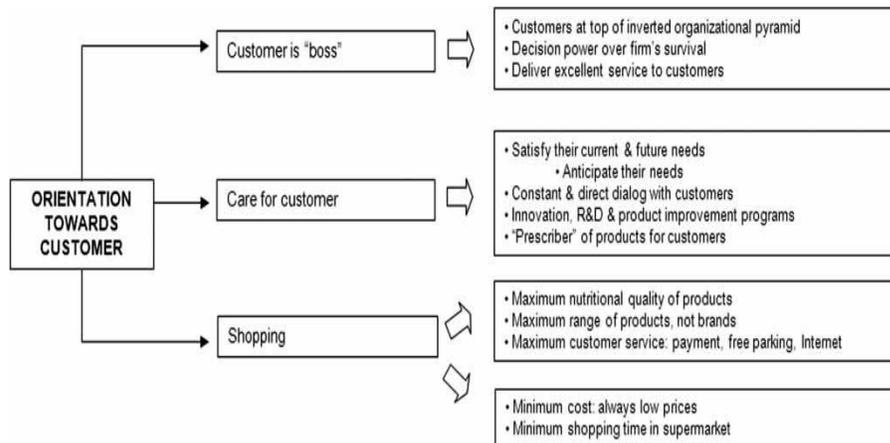


Figure 2.1 Mercadona's TQM model.

Source: Schonberger, C and Spencer, R (2019), based on Mercadona Annual Reports.

1 Orientation toward customer satisfaction

Fig 2.2 orientation towards customer



Source: Schonberger, C and Spencer, R(2019)

The idea that the customer is the “boss” has been indulged by OK Zimbabwe. Given the customers privileged position, OK Zimbabwe has a promotional event called “OK Grand Challenge” to increase the value of customers. However continually increasing the value of customer by maintaining “always low prices” policy and special offers and temporary discounts is absent (Chipanga, L 2019).

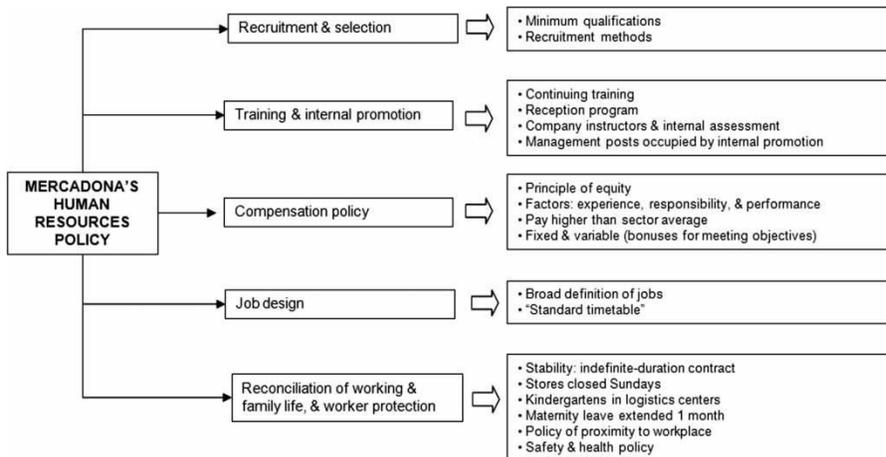
Suggestion boxes in supermarkets is an action that is being carried out to collect information, opinions and needs from its customers toward satisfying the customer’s specifications, however there are other activities like: meetings with neighbors in neighborhoods where new stores are being opened, monographic courses on product lines, open days, blind tests, and free customer service hotline which are not being considered/carried out.

OK engages in big advertising campaigns in the media, which are extremely expensive and collect little information from customers, instead of using the above mentioned activities/operations which are less costly (Chipanga, L 2019).

To minimize the time customers spend shopping satisfying customers in the process, the stores have air-conditioning, and shelves are restocked outside opening hours. However there are some stores still using till operator machines with keyboards on till operation instead of touch-machines hence lessen the speed of serving customers.

2 Orientation toward employee commitment

Fig 2.3 Mercadona’s human resource policy



Source: Schonberger, C and Spencer, R (2019)

With regard to staff selection, OK Zimbabwe looks for Candidates who must be at least secondary-school graduates, and the selection process involves cultural knowledge and psycho-technical tests, interviews and group dynamics. Employees’ training begins as soon as they join the firm however there is no training for the TQM practice or model. There’s an internal

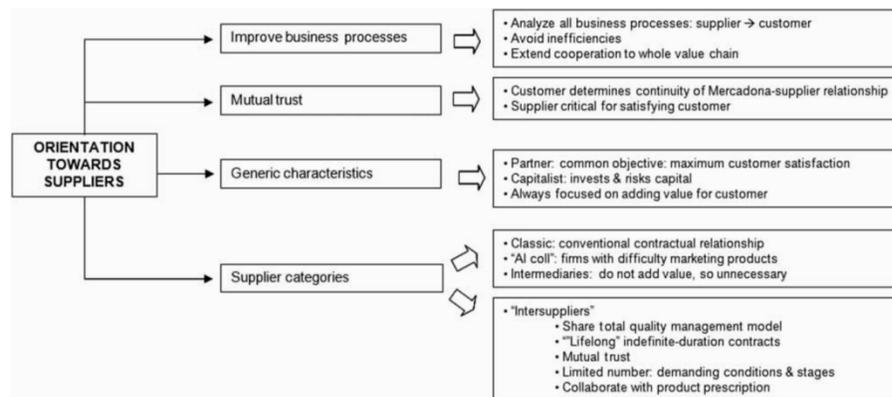
promotion policy that facilitates employees' identification with OK so much that most of the firm's senior managers started at the bottom according to (Ngode, M 2019) OK Human resource manager.

In terms of wages, OK doesn't not pay the highest sector remuneration so as to demand complete commitment from workers in exchange. Top ranked employees such as senior managers are paid bonuses for meeting objectives but line workers such as till operators are excluded.

Workers timetable on start and finish sometimes is compromised on weekends and holidays, and workers also work the split shift some days of the week. There's job insecurity/instability for workers as there are a lot of temporary contracts especially for till operators. There is no policy of proximity to the workplace thus a large number of workers do not work at supermarkets closest to their homes according to (Mvura, P 2019) OK former till operator

3 Orientation toward cooperation with suppliers

Fig 2.4 orientation towards suppliers



Source: Schonberger, C and Spencer, R(2019)

Ok and its suppliers have a common objective of maximum customer satisfaction as they all intend to profit from it. Ok also tries to avoid intermediaries between them and suppliers as they believe it adds extra costs to end user of product/service. More so, OK collaborates with product prescription in some of its products such as dairy foods and veggies.

However the OK-supplier is not entirely in the hands of its customers as there are driven mainly by the lowest purchase price of the suppliers. Also, due to that minimum cost ideology, there can easily jump from one supplier to another which damages trust from its suppliers (Rushwaya, N 2018).

4 Orientation toward society

OK Zimbabwe runs a large number of initiatives seeking social advances in various aspects: education and research; improvement and care for the natural environment; programs to help people with health problems and disadvantaged people, and creation of wealth and jobs in Zimbabwe According to (Moyo, S 2018) OK spokesperson.

5 Orientation toward value creation on capital

It is 'fair' to satisfy the needs of the company's final component, the capital, in other words, those people and organizations that invest their money in the firm and hence provide economic resources. Ok Zimbabwe has a clear orientation toward profit maximization, as a means of satisfying its stockholders' needs and desires. However it has been difficult to fulfill maximum satisfaction as profits have been decreasing during the previous three years (2017-2019) according to management accounting notes for the year ended 2019.

2.7 Relationship between Total Quality Management and profitability of a company such as OK

The pioneers and most influential figures of the quality movement during the second half of the twentieth century, such as Deming (1986; 1993), Juran (1964), Feigenbaum (1956) and Crosby (1979), supported the idea that there is a wholesome connection between adopting quality management practices and the financial performance.

1 Cost reduction-

When applied consistently over time, TQM can reduce costs throughout an organization, especially in the areas of scrap, rework, field service, and warranty cost reduction. A Total Quality Management program eliminates defects and waste, which reduces production costs in a business. As teams gather to identify and eliminate weaknesses in the business, the company continues to enjoy reduced costs and higher profit (Kelchner, 2016).

2 Customer satisfaction-

Since the company has better products and services, and its interactions with customers are relatively error-free, there should be fewer customer complaints increasing customer satisfaction (Ruddy et al., 2017; Peter et al., 2018). Fewer complaints may also mean that the resources devoted to customer service can be reduced and higher level of customer satisfaction may also lead to increased market share, as existing customers act on the company's behalf to bring in more customers (Jinn et al., 2019).

3 Defect reduction-

TQM has a strong emphasis on improving quality within a process, rather than inspecting quality into a process. This not only reduces the time needed to fix errors, but makes it less necessary to employ a team of quality assurance personnel thus improving the process efficiency (Ruddy et al., 2017)

4 Morale-

Improving teamwork between departments, which means that employees are motivated and encouraged to control, manage and improve processes (Peter et al., 2017; Pretorius et al., 2017; Luis et al., 2018). Employee morale is also heightened (El et al., 2019).

The ongoing and proven success of TQM, and in particular the participation of employees in that success can lead to a noticeable improvement in employee morale, which in turn reduces employee turnover, and therefore reduces the cost of hiring and training new employees. According to Kelchner (2016), once workers understand their participation and involvement, they become empowered thereby improving morale and productivity.

5 Competitive advantage

Increasing the potential to generate competitive advantage, through better customer satisfaction and improved quality of products/services provided at lower prices. This can result in increased sales, profits and business growth, which strengthens an organization's competitive advantage (Ruddy et al., 2017; Cooper & Jones, 2018; Pablo et al., 2018). Organizations that have adopted TQM have gained competitive advantage by continuously improving every aspect of their organisational culture (Priyanka C, 2017).

Some organisations have claimed that TQM is their best competitive weapon both regarding customer satisfaction and in gaining market share (Peters & Waterman, 2019); and Adopting TQM offers a significant shift towards improving competitiveness and achieving business excellence (Soltani, 2019). Quality management is considered an important issue for any organisation wishing to generate a competitive advantage.

2.8 Factors affecting successful implementation of TQM

The identification of key success factors of TQM assist the companies to understand more regarding the dynamic and active nature of this approach. For achieving successful TQM implementation within any company, thus, the characteristics prominent in these factors consider as essential elements that influence the implementation of TQM within any company. According to Najeh (2018), key factors there can be the production of two logical statements. Firstly, quality philosophers and empirical researchers. Secondly, there is no agreement observed on the sacrosanct critical factors of quality. Therefore, the majority have cited various factors that are common. For instance, leadership has always been included. Therefore, 'near-universal' acceptance has been expected by some of them whilst the rest are secondary or just marginal. Communication, teamwork, training and education are some examples of 'nearly-universal' quality factors. Labour-union relations are an example of marginal factors. Researchers such as (Beetles et al., (2016); Yorkshire et al. (2018); Moscow & Prude 2018; Kumar et al., (2019); Hietschold et al., (2019); Neyestani and Juanzon (2020) have contributed to the examination of the key factors of TQM implementation where they came up with more or fewer factors but of the same ground. Forming a general conclusion from these studies is that, there is a range of factors which have to be considered by each organisation for TQM implementation process to be

precise and sure. The TQM concept is enforced by key factors which differ from each other as they are determined by the specific company.

An extensive review and analysis have been conducted and studied by several industries worldwide. Based on professionals, researchers and experts findings and supported by the writing of quality pioneers, empirical surveys, case studies and quality awards and models, Eight factors have been identified which form the basis of the most significant factors to be considered as the key success factors of TQM.

1. Top management commitment

With respect to its vital role in implementing TQM top management commitment considered as the initiation point in which quality activities stems from it (Hietschold et al., 2019). Top management commitment represents the main driving force behind the TQM thus, it is a responsibility to create an appropriate environment for TQM implementation. According to Seetharaman et al. (2019), an organisation cannot be transformed into a TQM if the TQM practices have not performed in the organisation by the top management. Having said that, the essential task of the top management is to guarantee this transformation and ensure its commitment towards the TQM activities.

The degree of visibility and support that management takes in implementing a total quality environment is critical to success of TQM implementation. Management should plan to reduce traditionally structured operational levels and unnecessary positions. For example, ‘spot checking’ can be used instead of hiring a supervisor for this job. Simplifying the organization will lead to the establishment of an infrastructure of integrated business functions participating as a team and supporting the strategic vision of the company (Ian Borsch, 2018)

2. Customer Focus

The main factor of TQM, in accordance with Richards (2018), is customer focus. Richards emphasizes that quality is defined by the customer but not by the organisation or the product or service manufacturer since quality is what the end user desires. Brah et al., (2019) claims that the success of any organization in near future would depend upon the satisfaction of its customers’ needs efficiently and effectively on a continuous basis. In the same regards, Zhang (2019) stress that customer focus is the extent to which an organization continuously satisfies customer needs

and expectations. Thus, it is one of the major means of TQM for improving and enhancing business performance.

Mambo and Skrilex (2018) states that when considering customers, internal and external customers should be addressed. Internal customers should undertake timely and dependable deliveries, continually improve and self-implement solutions. An external customer service program should include providing customers with timely information and quick responsiveness to complaints, and maintaining a corporate goal to reduce the quantity of questions or complaints while recognizing all successful efforts by employees in providing outstanding service.

3 Quality Culture

Quality is not a process that can be operated through evaluation and assessment only, but it is also a set of values and practices shared by the organisation environment and community and should be undertaken by all the organisation levels. The employees' roles in the success of quality culture in an organisation. These are considered as the asset of an organisation and its success depends on how the employees are treated (Watson & Howarth, 2017). The activities and efforts of employees are affected by the dominant culture in a working environment. Gherbal et al., (2018) stated, within the TQM culture an open and co-operative culture has to be established by the management in which all the employees regardless their managerial levels or positions have to be made to feel that all of them are responsible for achieving the organisation's objectives.

4 Continuous Improvement

Continuous improvement is the planned, organized and systematic process of continuing, incremental and company-wide change of current practices meant to enhance company performance (Notzar & Jabbies, 2019). According to Dean and Bowen (2019), this key factor refers to an organization's ongoing quest for better work methods and organizational processes. A commitment to continuous improvement is ideally recognizable at the work unit and employee level. Moreover, continuous improvement is able to elevate the performance of an employee who is engaging in the TQM implementation.

5 Training and Development

Effective training and development of employees have been observed as an important part of human resource management. Training considered as a vehicle for applying and reinforcing TQM practices (Dedy et al., 2016). Training and developing lead employees better understand quality-related issues and improve their role within the quality management approach (Hietschold et al., 2017). Thus, effective training and development equipped employees with knowledge, skills and abilities for constructive contributions to quality.

Employees should be trained and to the overall goals of the company, the commitments to successfully utilizing the TQM methodology and to be an effective team member. There are techniques for staff to learn as well, of course, but the purpose of the techniques is solely to work towards the basic objective- the elimination of errors (Drury, L 2018)

6 Employee Empowerment

The success of TQM implementation is facilitated by employee empowerment and involvement in the company. Additionally, it stimulates employees to offer better job quality and contribute more in the new business process and therefore observed to be a crucial factor (Hietschold et al., 2017). Therefore, managers should motivate and encourage employees to take responsibility, authority and communicate effectively to improving the quality at all aspects of work. This will enhance the belongingness feeling of employees to their company.

7 Process Management

Process management as stated by Ibrahim et al. 2018), includes the set of behavioral and methodological practices that emphasis on companies activities and actions rather than achieving results. Kanji, (2019) reveals in a TQM organization, the focus is not on formal systems or structures. Rather, the focus is placed on setting up process management teams to solve the organization problems. The essential point, in this case, is to alight employees and their responsibilities with the organization and the processes in it. The success of an organization is based on its focus on the processes i.e. activities and tasks themselves rather than on abstract issues.

Process management is a factor that emphasizes on adding value to processes, increasing quality levels, and raising productivity per employee. The concept of continuous improvement, has to be

implemented for assurance. The other tactics can be reducing the operator material handling duties, achieving a compact process flow or implementation of quality circles (Peteburg, 2018).

8 Communication

Effective communication is established starting with communicating the values, policies and measures of the organisation to its employees. Thus, the organisation should communicate to its employees about its goal and quality policies without any doubt. To have an effective administrative system with least bureaucratic, all employees should be clarified with their own roles and responsibilities (Li et al., 2017). Kanji (2018) pointed out that without communication, organisations would not function. If communication is diminished the entire organisation suffers. When communication is thorough, accurate, and timely, the organisation tends to be vibrant and effective.

Having discussed the above eight key success factors of TQM, it can be concluded that applying the TQM key success factors has a significant advantage on the entire organisational performance. The success of TQM implementation depends heavily on employees who will be directly involved in the implementation process. According to Ibrahim et al. (2018), TQM implementation depends mostly on employees' attitudes and activities in the company. Therefore, TQM must focus not just on the quality of the product but also on the quality of its employees to remain an effective management approach.

9 Quality measurement and benchmarking:

Most authors endorse a 'zero defect' and a 'do it right first time' attitude towards the quality program. Measurement techniques should include monitoring supplier quality levels, utilizing SPC (Statistical Process Control) to reduce process variability, and calculating the cost of quality (Dupain et al., 2016; Romex, 18, Gundogan 2020).

2.9 Summary

The chapter presented literature review to come up with the deliberations of total quality management impact on profitability and a gap knowledge which the current research seeks to cover. Chapter 3 focuses on research methods.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter identifies the research methodology to be employed in this research. The methods on gathering, presentation and analysis of data will also be discussed and the relative population and study, sample size, sampling technique and data collection instruments.

3.1 Research Methodology

Kothari (2017:19) cited that research methodology is the systematic way of solving research problem. Madan et al (2017) postulated that the objective of research methodology is to describe and analyse the resources to be used in the study by clarifying their consequences, limitations and presumptions.

3.2 Research design

Easterby-Smith et al (2016) cited that research design is a strategy and procedure for research that extents the decisions from wide-ranging assumptions to detailed methods of data collection and analysis.

Esteves (2017) highlights that there are numerous research design methods and the examples include field and case descriptive or survey, mixed method, experimental, exploratory and historical. The descriptive method was engaged in this study as Parylo (2012) indicated that it permits for a description of the research plan.

3.2.1 Mixed method research design

Creswell (2016) cited that mixed method research design is an approach to inquiry involving collecting both quantitative and qualitative data and integrating the two forms of data. Lincoln et al (2017) and Mertens (2017) agrees that the core assumption of the mixed method is that the

combination of qualitative and quantitative approaches provides a more complete understanding of research problem.

Advantages of mixed method

Creswell et al (2018) cited that the major advantage of mixed method is that it provides a comprehensive analysis of the research problem.

Disadvantage of mixed method

Mertens (2017) postulated that the major de-merit of mixed method is that it takes a lot of time because of the need to collect and analyse both quantitative and qualitative data.

3.2.2 Descriptive Research design

According to Hashemi and Babaii (2017) descriptive research design encompasses the gathering of information about prevalent conditions or state of affairs for the objective of description and interpretation. They continue to highlight that descriptive survey method is concerned about the characteristics of the whole sample thereof. Saunders et al (2018) affirms that this facilitate the researcher to come up with suppositions concerning issues about questions raised in the research.

Quantitative, qualitative or both methods are employable when using the descriptive research according to Salaria (2017). In this research, the quantitative approach was used for gathering of statistical evidence while the qualitative was for gathering facts and coming up with conclusions.

Advantages of a descriptive survey

The major advantage of this techniques that it is realistic and accurate as there are no alterations or manipulations of the group under study and how they feel or think. It also allows the gathering of statistics to support the facts gathered. Salaria (2017) cited that another advantage of descriptive survey is that it covers the characteristics of the whole sample thereof.

Disadvantages of descriptive survey

Polit (2017) argues that the descriptive method may lack confidentiality and there may be intimidation especially during interviews when respondents have to answer questions face to

face. In addition it can also be inaccurate as employees may say what they think they are expected to.

3.2.3 Qualitative data analysis

Turner (2018) asserts that qualitative data analysis comprises the identification, inspection and interpretation of patterns and subjects of textual information and concludes how these patterns and themes help answer the study questions at hand according.

3.2.4 Quantitative data analysis

Laser (2018) suggests that this methodology is applicable where the aim of the research is to gather the statistics as well. This will support the evidence gathered in qualitative analysis.

3.2.5 Case study

A case study allows for a real, tangible research to be carried out in a normal scenario or situation according to Polit (2018). This research concentrated on the OK Zimbabwe Kuwadzana 2 and the experiences of the author.

3.2.6 Justification and explanation for the Descriptive research

Descriptive study was used in this research because it was the best method that demonstrated relationships as they exist in total quality management and profitability and there was no alteration of circumstances thus conclusions could be made on findings.

3.3.1 Population

Neuman (2017) defines population as the total number of elements available for the research. A population refers to a group of well-defined individuals or objects having known similar characteristics which are of interest to the researcher (Mohali, 2018).The population in consideration are employees from OK kuwadzana 2 amounting to a total of 27 employees.

The population of the customers, for the purpose of this research, is 25 customers whom were handed questionnaires as the accurate population could not be defined since OK Kuwadzana 2 does not have such statistics.

3.3.2 Sample Unit

This is a sub group of the sample chosen and in this research sample units are managers, accountants, supervisors, line workers and customers.

3.3.3 Sample size

Danton (2019) defines sample size as the group of individuals or objects selected to represent the population under study and give at least an average of the thoughts of the whole group.

Sample size used in the research consisted of, 2managers , 3 accountants,3 supervisors and 11 line workers amounting to 19 employees in the OK Kuwadzana 2 as shown below in Table 3.1. The sample size above was selected to represent every employee on the OK kuwadzana 2 organogram as total quality management involves member participation at all levels of the organisation.

Sample size used for customers was 25 customers as they were the available customers shopping at OK Kuwadzana 2 when questionnaires were issued to collect data. This is shown in the table 3.2 below.

Table 3.1- Management and Sample Size

Position	Population	Sample Size	Percentage (%)
Managers	3	2	67%
Accountants	3	3	100%
Supervisors	5	3	60%
Line workers	16	11	69%
Total	27	19	70%

Table 3.2 customer sample

Position	Population	Sample seize	Response rate
Customers	25	25	100%

However out of the management and employees', and customers' sample seizes given in table 3.1 and table 3.2 above, the number which responded and returned questionnaires to the researcher were sixteen for management and employees and twenty two for customers.

3.4 Sampling methods

Langan (2018) explains these are procedures engaged in choosing or selecting members of a research and the techniques are either probability or non-probability sampling techniques. For the purposes of this research, judgemental sampling was used which is a non-probability sampling technique.

3.4.1 Judgmental sampling

Doyle (2019) asserted that in this sampling method the researcher employs his view to discern who contributes as the sample. In this research, the researcher considered employees from top to bottom of the hierarchy as TQM includes all member participation of an organisation thus every level of the hierarchy has key informants.

Advantages of Judgmental sampling

Black (2017) states that this type of approach is less time consuming as the researcher picks respondents who are well versed with the area of study making the findings more reliable. This also enhances the quality of the data gathered in the research.

Disadvantages of Judgmental sampling

Human judgment is used in selecting participants and this may lead to bias according to Black (2017). In judgmental sampling the researcher chooses participants using his own discernment and this may lead to bias in the choosing process.

3.5 Data sources

Data is unprocessed, known facts used for inference according to Donovan (2018). Pandemic (2019) supports that it is the data collected that is used to draw up conclusions and recommendations for the problem under study. Primary and secondary data was used in this research.

3.5.1 Primary data

This is data gathered or collected for a particular or specific research according Jabel (2017). This is supported by Burt et al (2019) who highlights that this data is original and has not been published. Primary data was collected in this research through face to face interviews and administered questionnaires.

Note addressing Covid 19 national lockdown: physical data collection was made possible as OK kuwadzana 2 was permitted to operate, during lockdown, by the government.

Advantages of using Primary data

Johnson (2017) states that data collected is also more reliable, valid and relevant. Burland et al (2018) also highlighted that the data is specific and particular to the research making it not only relevant but accurate.

Disadvantages of primary data

Esteeva (2017) asserts that primary research is very costly, time consuming and requires proper planning to carry out. This is because the researcher had to collect the data on his own, do the planning, make some time consuming interviews and other activities involved. The researcher designed a time schedule for data collection to make sure the exercise was fruitful.

3.5.2 Secondary data

Heaton (2017) defines secondary data as data gathered in the past for other purposes for instance financial statements, newspaper articles and others. This data is easy to collect since it is readily

available and it possess the ability to be interpreted to match the current research. The researcher collected data using management accounting reports and financial business articles.

Advantages of Secondary sources

Greyston (2018) alludes that this type of data allows for new discoveries from discoveries that were made already. It is also easy to gather and analyze unlike primary data which is time consuming and costly.

Disadvantages of Secondary sources

Burt et al (2017) asserts that the major disadvantages of secondary is that it may not be relevant to the present research and may be outdated since it was collected in the past and for another research.

3.6 Research instruments

Wikinson (2018) stated that research instruments are devices used to gather data or for fact finding purposes. The major instruments used in this research were questionnaires and interviews.

3.6.1 Questionnaire

According to Boldman (2019) a questionnaire is a series of documented questions meant to help answer research questions in a study. Spaces for the answers are normally provided restricting and standardizing the respondents to space given.

Advantages of Questionnaires.

The use of a questionnaires saves time in gathering the data and analyzing it as well as the researcher will have guided respondents especially by using close ended questions. Best and Khan (2018) assert that the fact that respondents answer at their own spare time makes the system more convenient.

Disadvantages of Questionnaires

Michael et al (2017) suggest that the fact that questionnaires are standardized discourages or does not allow for explanations or clarifications. Also, respondents cannot ask for clarity in the case that the questions are badly structured.

3.6.2 Interviews

Healen (2017) defines interviews as a conversation between two or more people done with the aim of gathering answers to research questions. These allow for flexibility of the interviewee to answer questions and get clarity and the interviewer to deduce meaning from gestures, probe for answers and clarity as well. In this research managers and an accountant were interviewed.

Advantages of Interviews

Interviews are flexible thus allowing for more data to be gathered and gestures, special aids and illustrations can also be used in interviews to aid the effectiveness of the process.

Disadvantages of Interviews

Respondents may feel uneasy and intimidated by the in-depth interview this can lead to the collection of biased data. Respondent may hold back some important information if they feel that it would not be in their best interest should it be known that they disseminated the information.

3.7 Types of Questions

Questions are useful in drawing out answers from respondents according to Esteves (2017). The researcher used question to address the impact of TQM on profitability. Questions can be either open ended or closed-ended.

3.7.1 Open-ended question

According to Laser (2018) an open-ended question is a question that asks respondents to provide their answer concerning their own thoughts to the question. Open ended questions allow respondents to answer in their own words. Respondents in interviews had the opportunity to freely express themselves without any kind of influence from the researcher.

Advantages of Open-ended questions

Respondents are allowed to put their attitudes, feelings and understanding of the research subject on their answers. This lets researchers access better the respondents' true feelings on a subject. It also encourages respondents to think and offer unrestricted responses.

Disadvantages of Open-ended questions

On the other hand, open ended questions provided information the researcher was not expecting and it is very difficult to quantify these responses. Boldman (2018) also explains that open ended questions make it very difficult to come up with statistical findings and conclusions as the answers are wide and broad.

3.7.2 Likert Scale

Wegner (2017) defines the Likert scale as a psychometric measurement of attitudes, beliefs and opinions. In each question, a statement is presented in which a respondent must indicate a degree of agreement or disagreement in a multiple choice type format. In the research respondents were asked to indicate their degree of agreement or disagreement. The questionnaire comprised of the five pointer Likert Scale which is organised as follows:

Table 3.3

5 Pointer Likert Scale

Item	Strongly agree	Agree	Unsure	Disagree	Strongly disagree
Points	5	4	3	2	1

Advantages of the Likert scale

Kothari (2017) asserts that Likert scales are recommended for they are able to show the strength of the person's feelings to whatever is in the question in form of agreeing, disagreeing or strongly disagreeing.

Disadvantages of the Likert scale

Lasler (2017) the Likert scale is limiting when it comes to responses and this may lead to inaccurate data collected as respondents are forced to choose one of the available predetermined responses only.

3.8 Data validity

Healen (2016) states that for data to be valid it must present explain or describe that phenomena for which the research is carried out. Valid data is also correct and inferences can also be made on b to confirm its reliability according to Burt et al (2017). The validity of the data collected from this research was enhanced by the use of clear, short questions in questionnaires and interviews and also the review of those questions by the supervisors and through pilot testing. The use of face to face interviews to OK Kuwadzana 2 employees assured validity as answers to some questions could be patterned from body language. It also allowed the interviewer to probe further on some questions.

3.9 Data Presentation

According to Wegner (2018) data can be presented in form of graphs and tables. Data collected was mainly quantitative and qualitative in nature. The data was obtained from OK Zimbabwe Kuwadana 2 employees through questionnaire and interviews and presented in tables, graphs and pie charts. The merits and de-merits of the methods of data presentation are discussed below.

Pie chart

Wegner (2018) cited that a pie charts is a graph that displays data as percentage of the whole and each pie have a label and percentage.

Advantages of pie charts

Lincoln (2018) postulated that the major merits of pie charts are; visually appealing, show percentage of total for each category.

Disadvantages of pie charts

Wegner (2018) highlighted that the de-merits of pie charts are no exact numerical data is shown, hard to compare two data sets and used only with discrete data.

2 Histogram

Lincoln (2017) defined a histogram as a graph which displays continuous data in ordered columns and the categories are of continuous measure.

Advantages of histogram

Black (2017) cited the merits of histogram as visually strong, can compare to normal curve and usually vertical axis is a frequency count of items falling into each category.

Disadvantages of histogram

Denzin and Lincoln (2017) postulated that the de-merits of histogram are that it cannot read exact values because data is grouped into categories, more difficulty to compare two data sets and can only be used on continuous data.

3 Bar graph

Wegner (2018) defined a bar graph as a graph that displays discrete data in separate columns and categories are considered unordered and can be rearranged alphabetically.

Advantages of bar graph

Wegner (2018) cited that the merits of the bar graph are that it is visually strong and can be easily compared with two or three data sets.

3.10 Data Analysis

Data analysis is the process of evaluating and reviewing collected data or findings with the aim of coming up or drawing conclusions (Jobert, 2018). In this research, data analysis was performed with Microsoft excel. This software package of graphic presentation tools enabled the researcher to present data in meaningful way easy to analyze.

3.11 Chapter summary

The chapter outlined the research design, population, sampling, and research instruments and data sources. The researcher used questionnaires and interviews to collect primary data from the respondents. The next chapter, chapter 4 covers data analysis, presentation and discussion of the results.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The chapter focused on the exhibition of findings from questionnaires and the interview guide and the analysis of data collected from OK Zimbabwe Kuwadzana 2 employees and management, and customers. Graphs, tables and pie charts were employed to present the data and the mode was used in evaluating the data and coming up with a conclusion.

4.2 Analysis of the responses to questionnaires.

Response Rate

Questionnaires

The prime tool that was used in for data collection were the questionnaires, thus one for management and employees, and the other for customers. Nineteen and twenty five questionnaires for management and employees, and customers respectively were distributed in the gathering of data. The respondents (those who returned back questionnaires to the reseacher) were sixteen and twenty two for management and employees, and customers respectively. Table 4.1 and 4.2 show the results of the response rate from the questionnaires distributed to the population.

Table 4.1 Response rate (management and employees)

Respondents	Administered	Responded	Not Responded	Response rate
Managers	2	2	0	100%
Accountants	3	2	1	67%
Supervisors	3	3	0	100%
Line workers	11	9	2	82%
Total	19	16	3	84%

Source: Survey 2020

Table 4.1 shows that out of 19 questionnaires send, 16 (84%) were returned and 3 (16%) were not returned yielding an 84% response rate which was acceptable and adequate to carry out a research.

Table 4.2 Response rate (customers)

Respondents	Administered	Responded	Not Responded	Response rate
Customers	25	22	3	88%

Source: Survey 2020

Table 4.2 shows that out of 25 questionnaires send, 22 (88%) were returned and 3 (12%) were not returned yielding an 88% response rate which was acceptable and adequate to carry out a research.

Interviews

The interviews were carried out personally and a response rate of 80% was obtained from the respondents. Table 4.3 below shows the response rate on interviews conducted.

Table 4.3 Interview response rate

Targeted	Scheduled interviews	Conducted interviews	Response rate
Managers	2	2	100%
Accountants	2	1	50%
Total	4	3	75%

Source: Survey 2020

Out of the 4 scheduled interviews 3 (75%) were then interviewed, and the other accountant (25%) was not available at the time.

The above two tables showed the response rate from the two adopted research instruments for data collection, that is, interviews and questionnaires. An 84% and 75% response rate were yielded from questionnaires and interviews respectively. This was because respondents were given ample time to answer questionnaires and for interviews; some had no internet access and hence could not be reached. Considering the response rate from the research instruments, the data collected is considered valid and reliable for deriving conclusions on the research in question.

4.2 Questionnaires (management and employees)

4.2.1 Response rate by Gender

Table 4.4 Gender of respondents

	Frequency	Outcome (%)
Female	8	56

Male	8	44
Total	16	100

Table 4.4 displays that 8/16 (50%) of the respondents were female while 8/16(50%) were male signifying that there is gender balance in OK Zimbabwe of males (50%) against (50%) females.

4.2.2 Position in the Company

Table 4.5- Level of management

Management level	Managers	Accountants	Supervisors	Lineworkers	Total
Number of personnel	2	2	3	9	16
Percentage	12.5%	12.5%	19%	56%	100%

Table 4.5 above displays that 2/16(12.5%) were top management, 2/16(12.5%) were middle management and 3/16(19%) were front line managers while 9/16(65%) were staff.

This shows that employees in different levels of management and general staff were considered to come up with an overall and clearer view with representation across the organisation structure

4.2.3 Indicate your work experience (years)

Table 4.6 Showing respondent's years of working for the company

Description	Frequency	Frequency %
Below 3 years	7	44
3 to 6 years	5	31
6 years & above	4	25

Total	16	100
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Information from table 4.6 indicates that 7/16 (44%) of the employees in OK Zimbabwe have less than 3years working experience, 5/16 (31%) have worked for between 3 to 6 years and 4/16 (25%) have working experience of over 6years.

The results above are in sharp contradiction to deliberations of Schonberger, C and Spencer, R (2018) in the Mercadona’s supermarket TQM model who states that retaining experienced employees acts a success factor in organization performance and profitability.

4.2.4 Responses to Highest Qualifications Attained

Table 4.7- Highest Qualifications

Description	O/A Level	Prof courses	Diploma	Degree	HND	Masters	PHD
Number of Respondents	7	3	2	3	0	0	0
Percentage%	43.75	18.75	12.5	18.75	0	0	0

Table 4.7 above shows that 3/16(18.75%) of the respondents have professional or other general courses, 2/16(12.5%) have diplomas while 2/16(12.5%) are degree qualified and 7/16(43.75%) have O/A Level.

It can be concluded that the respondent’s level of qualifications were relevant enough for them to be highly knowledgeable of the questions presented to them in the questionnaires.

The results are buttressing the view point of who indicates that the recruitment of employees with at least O’ level qualifications is success factor to Mercadona supermarket. However, they

are in sharp contradiction with Hietschold et al. (2019) who argued that continuous training and developing lead to employees' better understanding of quality-related issues and improve their role within the quality management approach thus all employees should have training in their line of work therefore at least acquiring a diploma or professional course.

4.2.5 Employee status

Table 4.8- Employment status

Status	Part time	casual	Contract based	Permanent	Total
Number of personnel	0	0	9	8	16
Percentage	0	0	56	44	100%

Fig 4.1- Employee status.

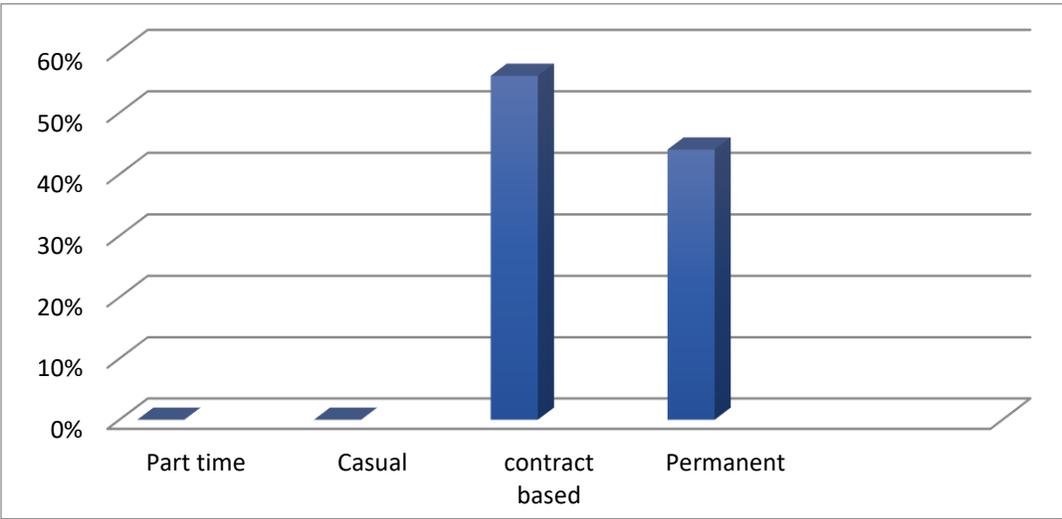


Fig 4.1 reflects that 9/16(56%) are contract based employees whilst 7/16(44%) are permanent employees.

Table 4.8 above shows that 9/16(56%) of the respondents are contract based employees and 8/16(44%) are permanent employees.

Watson & Howarth (2017) who argued that an organisation and its success depends on how the employees are treated in terms of employee status.

4.2.6 Customer's years shopping at OK:

Table 4.9 Showing respondent's (customer) years of shopping at OK Kuwadzana

Description	Frequency	Frequency %
1 year and below	2	9%
2 to 5 years	13	59%
6 years & above	7	32%
Total	22	100%

Information from table 4.9 indicates that 2/22 (9%) of the customers at OK Zimbabwe have less than a years shopping relationship, 13/22 (59%) have shopped for between 2 to 5 years and 7/22 (32%) have shopping relationship of over 6years.

It can be concluded that OK Kuwadzana 2 is not successful bringing in new fresh customers into the company as it is indicated that 9% of the customers have shopped for a year and below. Given that only 32% of the customers have shopped with OK for over 6 years it can be concluded that OK is failing to retain and main its customers.

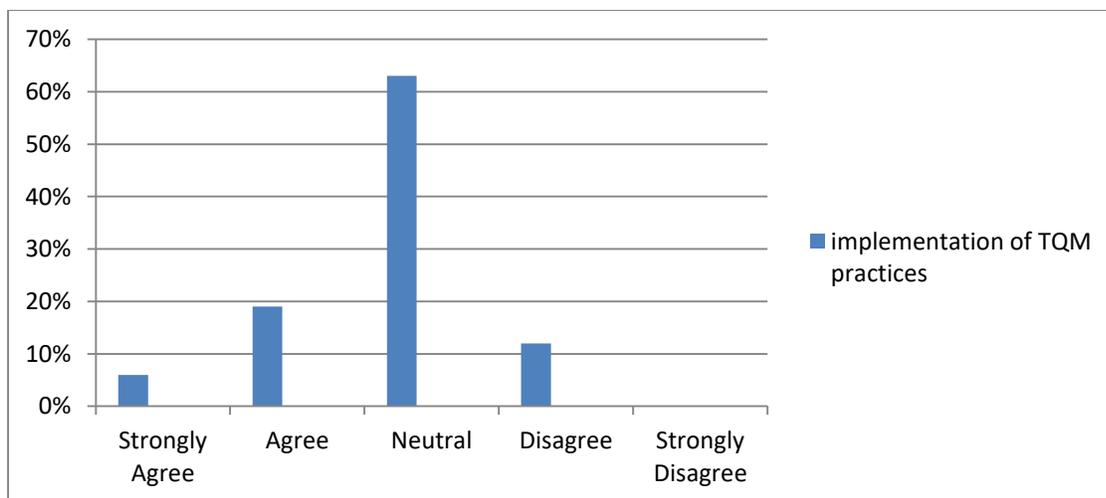
In support of the above analysis Jabel and Luis (2018); Marshmello and Gupta (2019) states increasing competition is a major challenge faced by retailers. Petlock and Kumar (2017) agrees that the variety of choices people have today has led to a waning of brand loyalty.

4.2.7 Establishment of TQM practices implementation:

Table 4.10 TQM practices implementation

Description	Strongly agree	Agree	Unsure	Disagree	Strongly disagree	Total
Response	1	3	10	2	0	16
Percentage	6%	19	63	12	0	100%

Fig 4.2- implementation of TQM practices.



As shown in Table 4.10 and Fig 4.2 above 1/16(6%) of the respondents strongly agreed that there TQM practices being implemented, 3/16(19) only agreed, 10/16 unsure and 2/16 disagreed.

Overallly 25% of the respondents agreed thus positive response, 12% disagreed and 63% were unsure thus 75% negative response.

The outcome from the interviewees showed that 3/3(100%) supported that the TQM practices are in place.

Basing on the 75% negative questionnaire response and the 100% interview results it can be concluded that the TQM techniques are only known to be in existence by management and employees are unaware of it.

(please note: the following questionnaire question will be a follow up to this current one as to reduce/eliminate bias as this current question could be a sensitive question hence discussions both qusetions are to be done on the following question).

4.2.8 The TQM communication to all employees.

Table 4.11- TQM is communication to all employees:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Response	0	2	1	13	0	
Percentage	0	13%	6%	81%	0	100

Fig 4.3- TQM practice communication.

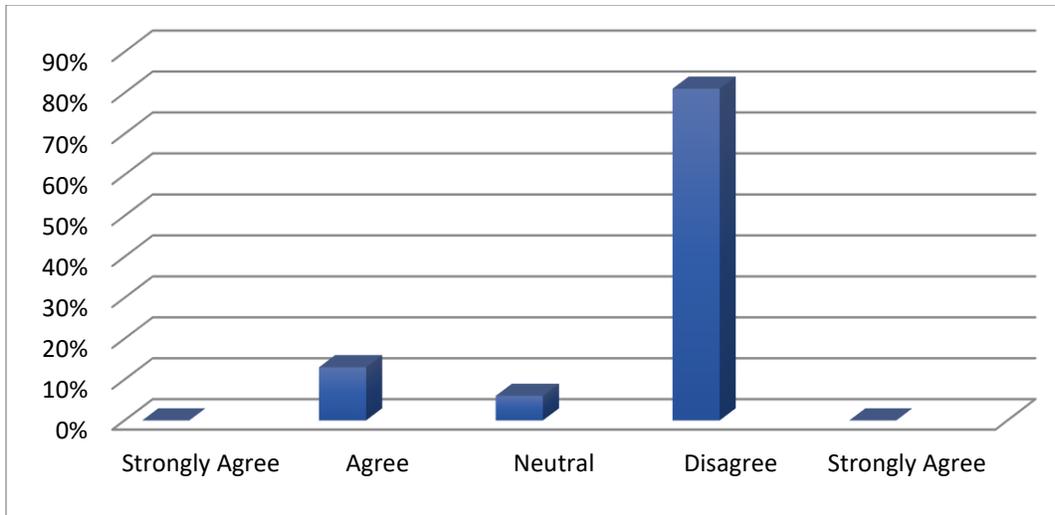


Fig.4.3 reflects that 2/16(13%) agreed, 1/16(6%) were neutral and 13/16 disagreed that TQM is communicated within the organisation.

The above question was put to check/monitor bias on previous question responses, therefore it can be concluded that TQM is ideally there but the management, which 100% agreed that TQM practices are there in interviews, is not committed to implement it as the employees are unaware of it.

The results above are in sharp contradiction with Kanji (2018) who argued that without communication, organisations would not function.

4.2.9 Employee participation in organizational decision making.

Table 4.12 Employee participation in organizational decision making:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Response	0	4	0	8	4	16
Percentage	0	25%	0	50%	25%	100%

Fig 4.4- Employee participation

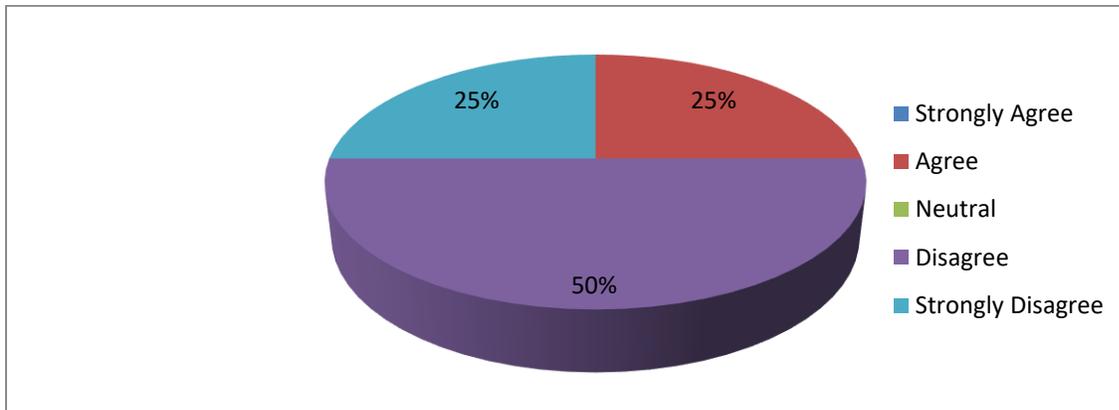


Fig 4.4 above shows that 4/16(25%) of the respondents only agreed that there is employee participation in decision making, 8/16(25%) disagreed whilst 4/16(25%) strongly disagreed.

Overallly 25% agreed and 75% disagreed concluding that there is no total employee participation in decision making.

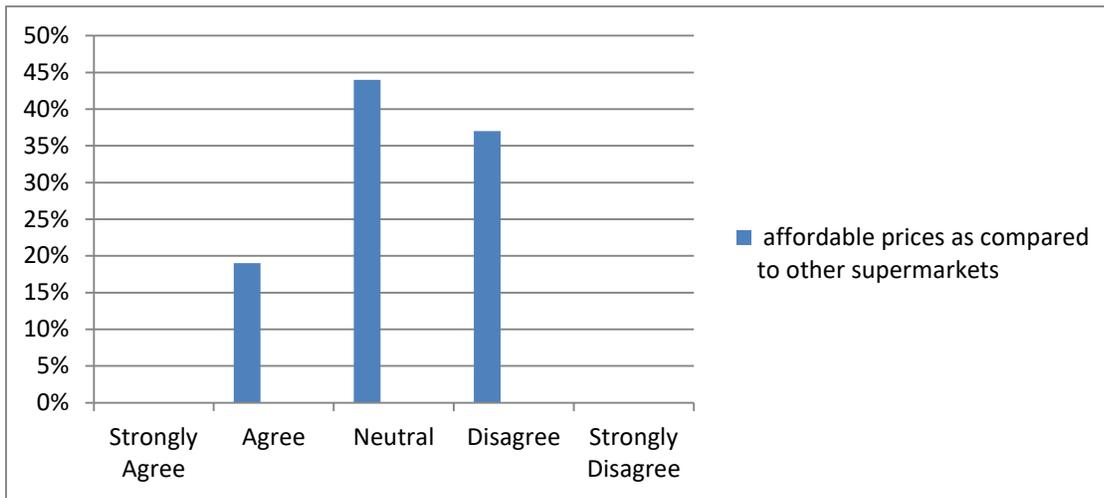
Hietschold et al. (2019) argued that employee participation stimulates employees to offer better job quality and contribute more in the new business process and therefore observed to be a crucial factor.

4.2.10 OK Kuwadzana charge affordable prices as compared to other supermarkets

Table 4.13 affordability of prices as compared to other supermarkets (management and employees response):

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Response	0	3	7	6	0	16
Percentage	0	19%	44%	37%	0	100%

Fig 4.5- affordability of prices as compared to other supermarkets.



As revealed in fig 4.5 above 3/16(19%) of the respondents only agreed that there are affordable prices as compared to other supermarkets, 7/16(44%) were neutral and 37% disagreed.

As shown in Table 4.13 above 3/16(19%) of the respondents only agreed that prices are affordable compared to other supermarkets, 7/16(44%) were unsure, 7/16(37%) disagreed. (Please note: 4.2.13 customer questionnaire question is a follow up as to reduce/eliminate bias as this current question could be a sensitive question to management and employees hence both the discussions of 4.2.10 and 4.2.13 will be deliberated on 4.2.13).

4.2.11

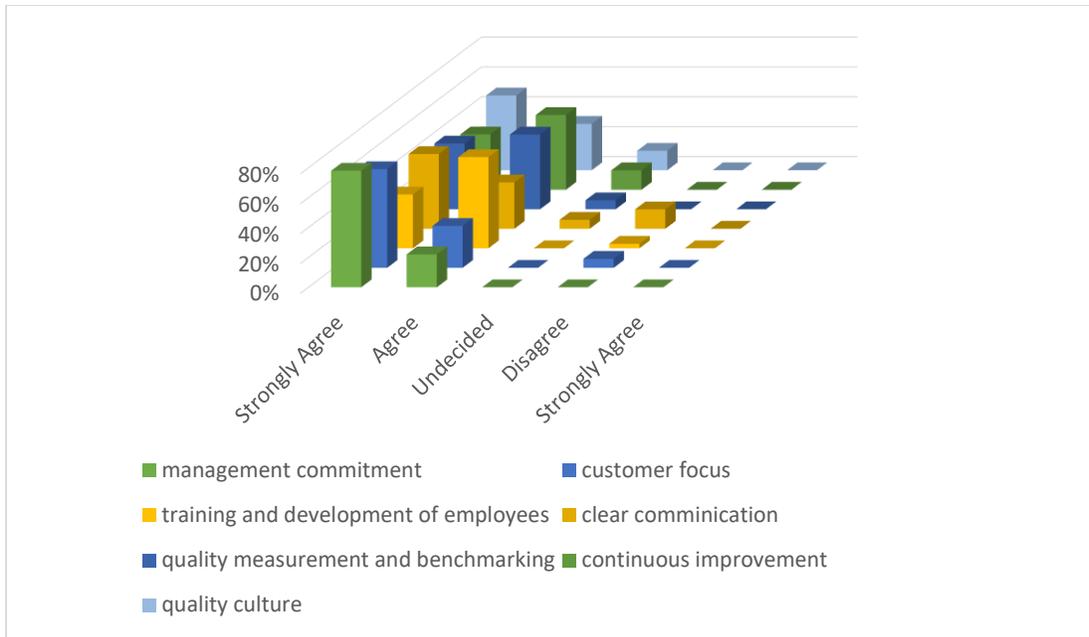
The following can be used by the organization to achieve improved profitability:

Table 4.14 TQM implementation factors leading to improved profitability

factors	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
i. top management commitment	9	5	2	0	0
percentage	56%	31%	13%	0	0
ii customer focus	13	3	0	0	0
percentage	81%	19%	0	0	0
iii. training and development of employees	10	5	1	0	0
percentage	63%	31%	6%	0	0
iv. clear communication amongst all employees: top management to line workers	8	5	1	2	0

percentage	50%	31%	6%	13%	0
v. quality measure and benchmarking	7	8	1	0	0
percentage	44%	50%	6%	0	0
vi. continuous improvement on company performance	6	8	2	0	0
percentage	37%	50%	13%	0	0
vii. quality culture	8	5	2	1	0
percentage	50%	31%	13%	6	0

Fig 4.6 TQM implementation factors leading to improved profitability



(i) Management commitment

From table 4. And fig 4.6 it is shown that 56% of the respondents strongly agreed management commitment is a TQM implementation factor that lead to improved profitability, 31% only agreed, 13% were unsure.

Overallly 87% agreed and 13% were unsure concluding that management commitment is a TQM implementation factor that can lead to improved profitability.

Seetharaman (2019) indicates that top management commitment represents the main driving force behind the TQM. Hietschold et al (2019) agrees that top management is the initiation point in which quality activities stems.

(ii) Customer focus

From table 4. And fig 4.6 it is shown that 81 of the respondents strongly agreed customer focus is a TQM implementation factor that can lead to improved profitability and 19% only agreed.

Overallly 100% of the respondents completely agreed thereby concluding that customer focus a TQM implementation factor that can lead to improved profitability.

Richards (2018) said the main factor of TQM is customer focus. Brah et al., (2019) claims that the success of any organization in near future would depend upon the satisfaction of its customers' needs efficiently and effectively on a continuous basis. Zhang (2019) stress that TQM is one of the major means to improving and enhancing business profitability.

100% of the interviewees also pointed out that customer focus is a TQM implementation factor that can lead to improved profitability.

(iii) Training and development of employees

From table 4. And fig 4.6 it is shown that 63% of the respondents strongly agreed training and development of employees is a TQM implementation factor that can lead to improved profitability, 31% only agreed to that motion and 6% were uncertain.

Overally 94% agreed and 6% were uncertain getting to the conclusion that training and development of employees is a TQM implementation factor that can lead to improved profitability.

Training and developing lead employees better understand quality-related issues and improve their role within the quality management approach (Hietschold et al., 2019).

(iv) Clear communication

From table 4. And fig 4.6 it is shown that 50% of the respondents strongly agreed clear vertical and horizontal communication is a TQM implementation factor that can lead to improved profitability, 31% only agreed to that motion, 6% were uncertain and 13% only disagreed.

Overally 81 agreed, 6% were uncertain and 13% disagreed concluding that clear vertical and horizontal communication is a TQM implementation factor that can lead to improved profitability.

Kanji (2018) pointed out that without communication, organisations would not function.

(v) Quality measurement and benchmarking

From table 4. And fig 4.6 it is shown that 44% of the respondents strongly agreed quality measurement and benchmarking is a TQM implementation factor that can lead to improved profitability, 50% only agreed to that motion and 6% were uncertain.

Overally 94% agreed and 6% were uncertain concluding that quality measurement and benchmarking is a TQM implementation factor that can lead to improved profitability.

The results are buttressing the view point of Dupain et al. (2016); Romex (2018); Gundogan (2020) who said that quality measurement and benchmarking reduces product/ service defects in an organisaton.

(vi) Continuous improvement

From table 4. And fig 4.6 it is shown that 37% of the respondents strongly agreed continuous improvement at OK is a TQM implementation factor that can lead to improved profitability, 50% only agreed to that motion and 13% were uncertain.

Overally 87% were in agreement and 6% were uncertain concluding that continuous improvement at OK is a TQM implementation factor that can lead to improved profitability.

Supporting the results above, continuous improvement refers to an organization's ongoing quest for better work methods and organizational in accordance to Dean and Bowen (2019),

(vii) Quality culture

From table 4. And fig 4.6 it is shown that 50% of the respondents strongly agreed quality culture is a TQM implementation factor that can lead to improved profitability, 31% only agreed to that motion, 13% were uncertain and 6% disagreed.

Overally 81% agreed, 13 were uncertain and 6% disagreed concluding that quality culture is a TQM implementation factor that can lead to improved profitability.

The activities and efforts of employees are affected by the dominant culture in a working environment Sherperd (2017). Watson & Howarth (2017) agrees to the importance of quality culture stating an organisation and its success depends on how the employees are treated.

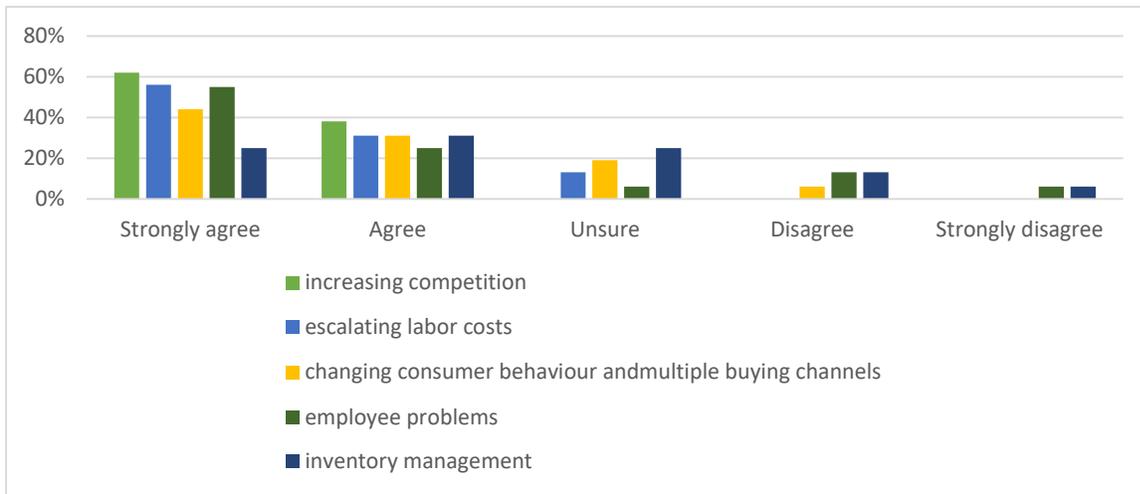
4.2.12 The challenges in the declining profits of OK Kuwadzana 2:

Table 4.15 challenges in declining profits of OK

factors	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
i. increasing competition	10	6	0	0	0
Percentage	62%	38%	0	0	0
ii escalating labor costs	9	5	2	0	0
Percentage	56%	31%	13%	0	0
iii. employee problems	8	4	1	2	1
Percentage	50%	25%	6%	13%	6%
iv. Changing consumer behaviour and multichannel buying experiences	7	5	3	1	0
Percentage	44%	31%	19%	6%	0

v. inventory management	4	5	4	2	1
Percentage	25%	31%	25%	13%	6%

Fig 4.7- challenges faced by OK



(i) Increasing competition

Table 4.15 and Fig 4.7 indicates that 62% of the respondents strongly agree that increasing competition is a challenge being faced by OK and 38% only agreed.

Overly 100% of the respondents agreed, which can be concluded that competition is a challenge facing OK.

The results are buttressing the view point of Jabel and Luis (2018); Marshmello and Gupta (2019), who said increasing competition is major challenge faced by retailers. Interviewed OK Kuwadzana 2 managers agrees that increasing competition is a challenge facing OK Kuwadzana 2.

(ii) Escalating labour costs

Table 4.15 and Fig 4.7 indicates that 56% of the respondents strongly agreed that escalating labour costs is a challenge being faced by OK, 31% only agreed to that motion and 13% were unsure.

Overall 87% agreed that escalating labour costs is a challenge hence it can be concluded that escalating labour costs is a challenge facing OK.

The results are buttressing the view point of Erland (2018); Marshmello and Gupta 2019 which indicates that escalating labour costs is a major challenge facing supermarkets. The managers and the accountant, during interviews, also pointed out that labour costs is a challenge negatively affecting profitability

(iii) Changing consumer behaviour and multi buying channels

Table 4.15 and Fig 4.7 indicates that 44% of the respondents strongly agreed that changing consumer behaviour and multi buying channels is a challenge at Ok, whilst 31% only agreed to that, 19% were unsure and 6% only disagreed.

Overall 74% agreed, 19% disagreed and 6% were unsure concluding that changing consumer behaviour and multi buying channels is a challenge being faced by OK.

Supporting the results above, Petlock and kumar (2017); Rani (2019) agrees that changing consumers behaviour and multi buying channels have become one of the leading problems faced by supermarkets. One of the managers, in an interview, also mentioned the challenge as deliberated by the above researchers.

(iv) Employee problems

Table 4.15 and Fig 4.7 indicates that 50% of the respondents strongly agreed that employee problems is a challenge facing OK, 25% only agreed, 6% were unsure, 13% disagreed and 6% strongly disagreed.

Overall 75% agreed, 6% were unsure and 19% disagreed concluding that employee problems is a challenge at OK.

Petlock and Kumar (2017) in their research deliberated that employee problems is a major issue amongst supermarkets in the world. This assertion goes side to side with the results indicated above.

(v) Inventory management

Table 4.15 and Fig 4.7 indicates that 25% of the respondents strongly agreed that inventory management is a challenge facing OK, 31% only agreed to that, whilst 25% were uncertain. 13% disagreed and 6% strongly disagreed.

Overallly 56% agreed, 25% were uncertain and 19% disagreed thus, conclusively, inventory management is a challenge at OK.

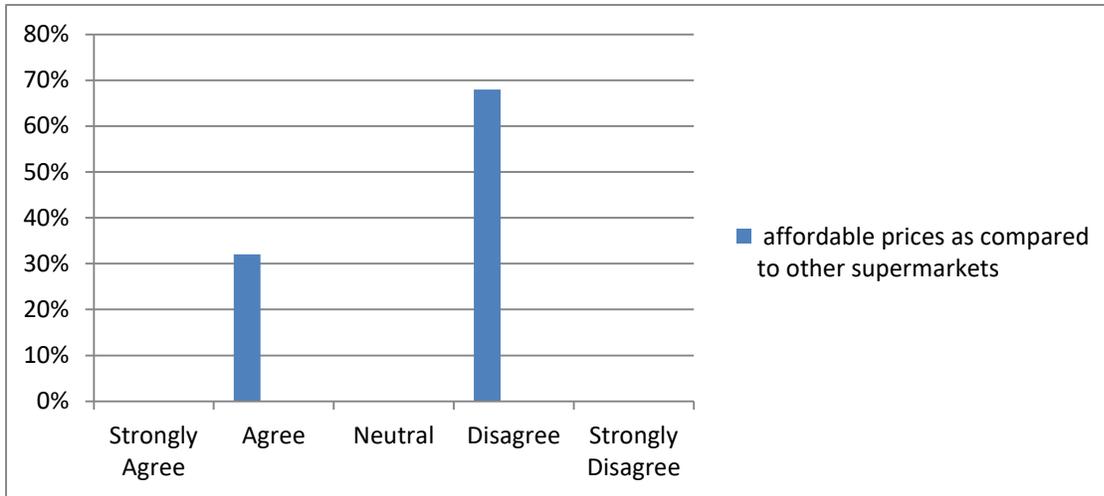
The results are buttressing the view point of Jabel and Luis who states that inventory management is an issue that is being faced by retailers globally

4.2.13 OK offering the best affordable shopping prices as compared to other supermarkets:

Table 4.16 Affordability of pricing compared to other supermarkets(customer response)

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Response	0	7	0	15	0	22
Percentage	0	32%	0	68%	0	100%

Fig 4.8- affordability of prices as compared to other supermarkets.



As shown in Table 4.16 and revealed in Fig 4.3 above 7/22(32%) of the respondents only agreed that prices are affordable compared to other supermarkets, and 15/22(68%) disagreed.

Question 4.10 for (management and employees) was unclear to conclude as the highest percentage was of uncertainty thus 47% respondents were unsure, however it can be concluded here that OK Kuwadzana does not offer best affordable prices.

Jabel and Luis (2018); Marshmello and Gupta (2019) argued that increasing competition is major challenge faced by retailers. According to the results above, competitors are offering better prices than OK Kuwadzana 2.

4.2.14 Customer experience minimum shopping time in OK:

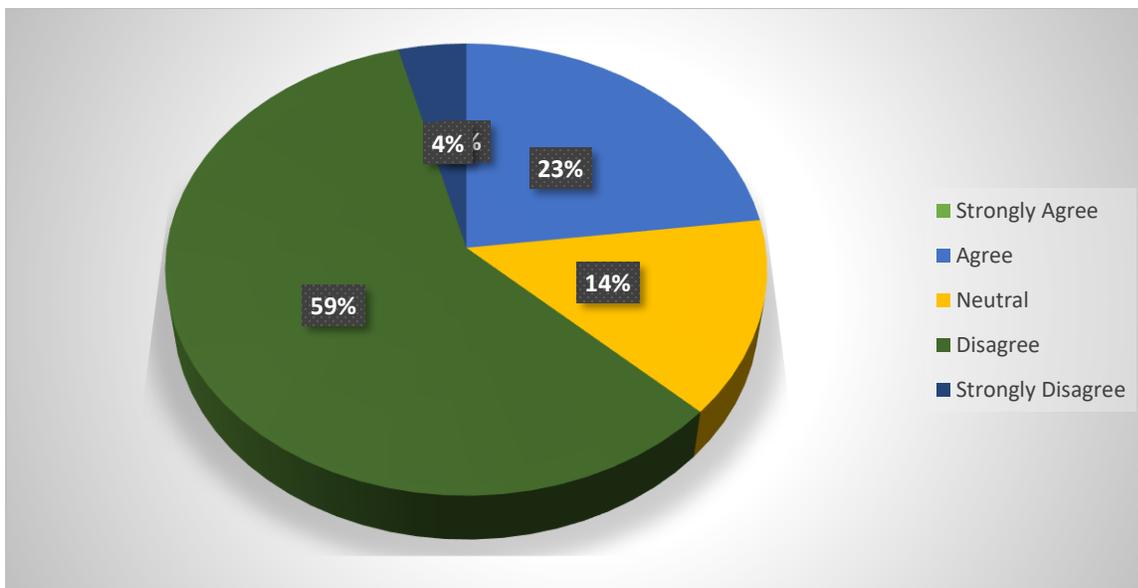
Table4.17 experiencing minimum shopping time in OK

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Response	0	5	3	13	1	22

Percentage	0	23%	14%	59%	4%	100%
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As shown in Table 4.17 above 5/22(23%) of the respondents only agreed that they experience minimum shopping time in OK, 3/22(14%) were undecided, 13/22(59%) disagreed and 1/22(4%) strongly disagreed.

Fig 4.9- Customer experiences minimum shopping time in OK.



As presented in fig 4.7 above 5/22(23%) only agreed, 3/22(14%) were undecided, 13/22(59%) only disagreed and 1/22(4%) strongly disagreed.

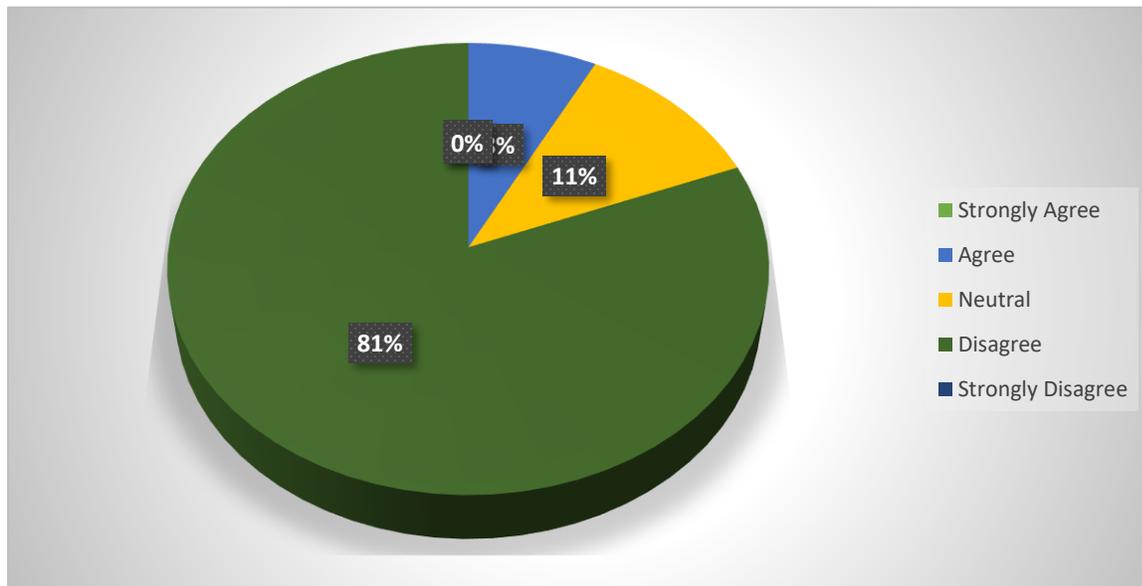
Schonberger, C and Spencer, R (2019) on the Mercadona’s supermarket TQM model indicates that minimum shopping time in a supermarket by customers improves performance and profitability of the organization. Ruddy et al (2017) argues that higher level of customer satisfaction may also lead to increased market share

4.2.15 OK online shopping service meeting customer wants and needs:

Table 4.18 online shopping services meeting wants and needs

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Response	0	6	2	14	0	22
Percentage	0	27%	9%	64%	0	100%

Fig 4.10- online shopping services meeting wants and needs of customers.



As presented in fig 4.10 and shown in Table 4.17 above 6/22(27%) of the respondents only agreed that online shopping services of OK Kuwadzana 2 meet their wants needs, 2/22(14%) were undecided and 14/22(64%) disagreed.

Petlock and Kumar (2017); Rani(2018) indicates that Customers are moving seamlessly between online and offline experiences and states lack of/poor online customer services is a challenge facing supermarkets leading to reduced profitability.

Ruddy et al (2017) argues that higher level of customer satisfaction (meeting needs and wants) may also lead to increased market share.

4.2.16 OK Kuwadzana 5 customer care rating:

Table 4.19 Respondent’s customer care rating

	1/5	2/5	3/5	4/5	5/5	Total
Response	2	5	9	6	0	22
Percentage	9%	23%	41%	27%	0	100%

table 4.19 reflects that 9% of the customers rated customer care of OK as 1/5, 23% customers rated as 2/5, 41% customers rated as 3/5 and 27% rated customers as 4/5. Therefore it can be reached that 68% of the customers rated the customer care service positively.

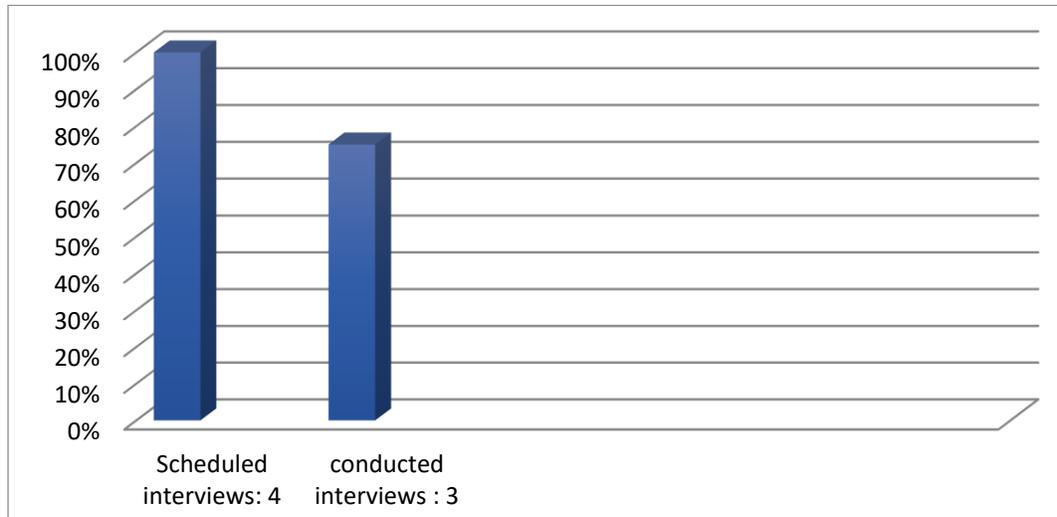
Schonberger, C and Spencer, R (2019) on the Mercadona’s supermarket TQM model indicates that the customers are at the center of business/organisation activities, because its very survival depends on their decision to shop in the supermarkets or elsewhere.

Ruddy et al (2017) argues that higher level of customer satisfaction (meeting needs and wants) may also lead to increased market share.

4.3 Analysis of the interviews

As highlighted earlier on, an overall 75% response rate was obtained, being 3 out of the scheduled 4 individuals were interviewed. Figure 4.9 presents the interview response rate

Figure 4.11: Response rate from interviews



The response rate is considered convincing for the research since more than 75% of the targeted interviewees were reached.

Question 1: What are the challenges that are being faced at Ok in relation to profitability?

3/3(100%) of the interviewees highlighted a number of challenges that OK Kuwadzana 2 is facing. Mr Ngode, the general manager, stressed that there are new firms such Choppies supermarket, Maps supermarket and those that are continually growing such as Pick n' Pay hence increasing competition in the industry is a major challenge. Jabel and Luis(2018); Marshmello and Gupta (2019) agrees that Competition also means customers have a variety of choices which leads to a waning of brand loyalty.

Mr Muchena, the accountant, pointed out that escalating labor costs is a challenge stating that labour is cut during economic difficulties thereby customer service and store conditions suffer leading to lost customers and sales. Erland et al (2018) agrees that if labor is not managed properly it becomes costly over time.

More so, employee problems, changing consumer behaviour and multi-channel buying experiences and inventory management issues were the other biggest challenges that were mentioned by the interviewees as a collective.

Question 2: Are there Total Quality Management techniques that are being implemented at OK?

The General Manager concurred to the motion that TQM techniques are implemented in the organisation. The researcher had a few follow up questions for further knowledge enrichment and it was discovered that there are only few drops/elements of TQM practises available however there is no documented policies and standardised strategic TQM system put in place for all member participation in the organisation.

Question 3: Is there a relationship between Total Quality Management and profitability of a company such as OK?

In as much as the interviewees seem to lack in depth knowledge on a broader scope of techniques that can be used to facilitate TQM, in reference to the above findings, 2/3(67%) were in agreement that TQM has a positive relationship with TQM. Mrs Nyati, the procurement manager, stated that many global retail leaders such as TESCO Corporation, Walmart and

Costco have adopted the TQM practice and has proven to increase levels of their profitability over time.

Question 4: What factors affect successful implementation of total quality management?

The interviewees mentioned several factors namely customer focus, quality culture, process management, continuous improvement. However, a lot of essential key factors were not mentioned, which are deliberated by researchers, such as top management commitment, training and development, communication and quality measurement and benchmarking. Najeh (2018) states standardized common factors affecting implementation of TQM are inter-related and most, if not all, need to be observed to guarantee success.

4.4 Summary

This chapter dealt with data presentation, analysis and interpretation of the results as given by the respondents through the administration of questionnaires and interviews conducted. The next chapter, Chapter Five will cover recommendations and conclusions.

CHAPTER FIVE

SUMMARY, CONCLUSIONS FROM FINDINGS AND RECOMMENDATIONS

5.0 Introduction

This is the final chapter of this research study. The previous chapter dealt with the analysis and presentation of the research data. The collected data was pertaining to the research topic, assessment of the impact of total quality management on profitability of OK Kuwadzana 2. This chapter finalizes the research study with the summary, conclusions and eventually the recommendations.

5.1 Chapter Summaries

Chapter Two started with the theoretical review pertaining to total quality management, then moved on to empirical evidence literature propounded by numerous researchers/authorities pertaining to the impact of total quality management on profitability. It aimed at synthesizing previous postulations and materials with circumstances currently prevailing at OK kuwadzana 2. The other objective of the chapter was to configure the research study by giving authoritative points that are linked to total quality management of the service industry. The chapter also reviewed the ideas developed and prescribed by scholars and researchers, and thus broadening the knowledge about the topic being studied.

Chapter Three was centralised on methodology of the study. Data collection methods employed in this research were analysed. The chapter provided an enriched description of the research design of the study, the population (indicating the sample seize, sample unit and the sampling method used),data sources of the study in detail thus primary and secondary data, research instruments applied namely questionnaires and interviews and also the type of questions that were used .

Chapter Four mainly concentrated on the analysis and presentation of the research data gathered from OK personnel, its customers and the industry as a whole. The chapter concentrated on analysing presented findings and also interpreting them as they relate to the theories underlying

the research study. The analysed data was obtained through the use of self-administered interviews and questionnaires. Tables, graphs and pie charts were used to present data in this the chapter.

5.2 Major Findings

- ❖ A number of benefits of the total quality management practice, such as high levels of employee morale; cost reduction and customer satisfaction, were deliberated establishing the positive relationship that exists between total quality management and profitability.
- ❖ The company has not managed to implement most of the key successful factors of total quality management namely top management commitment and continuous improvement.
- ❖ The existence of Total quality management is known only by a few select personnel in the company thus there is weak, if not, lack of communication of the existence of total quality management practice to all members of the organisation.
- ❖ No strategic objectives and policies designs have been set-out/ dedicated to fit the total quality management practice within the company's business processes so as to achieve better performance.
- ❖ Customer satisfaction has been highlighted as major drawback in the company hence inevitably leading to the decline of market share, revenue and eventually profitability.
- ❖ There are challenges being confronted by the company in relation to profitability that have been recognized and highlighted which include increasing competition and escalating labour costs amongst other challenges.

Conclusion

The research was a success as findings highlighted the issues affecting the performance of the company. The findings show that the total quality management practice has not been completely adopted and effectively implemented in the company to achieve better performance hence need to formulate policies and strategies to achieve the desired level of profitability.

5.3 Recommendations

The following recommendations can be employed to achieve desired level of profitability:

- ❖ Creation of a culture of total member involvement and participation within the company is strongly advisable in order to achieve the successful implementation of the total quality management practice. Hietschold et al. (2019) argued that employee participation stimulates employees to offer better job quality and contribute more in the new business process and therefore observed to be a crucial factor.

- ❖ Total quality management practice should be communicated at every level of the company's organogram thus horizontal and vertical communication is strongly advisable. The company is also advised to communicate total quality management to their suppliers so that the practice can be completely integrated. Kanji (2018) who argued that without communication, organisations would not function.

- ❖ Essential key total quality management implementing factors that are being left out should be integrated with the few that are currently in use and be initiated into the business processes to achieve better profitability. Hietschold et al (2019) agrees that top management is the initiation point in which quality activities stems. Najeh (2018) states standardized common factors affecting implementation of TQM are inter-related and most, if not all, need to be observed to guarantee success.

- ❖ Strategic total quality management objectives should be designed, such as customer relation management, as tool to eradicate the current and foreseeable challenges within

the company's grasp. Policies, such as employees meeting customer requirements at all times, should also be documented and adopted within the structures of the company.

- ❖ Quality measurement and benchmarking should be applied to monitor and control the total quality management strategic techniques and policies put in place by the company. Dupain et al. (2016); Romex (2018); Gundogan (2020) who said that quality measurement and benchmarking reduces product/ service defects in an organisation.

Areas of further research

The researcher recommends other scholars to research on other operations management practises to be considered. The current research assessed the impact of total quality management on profitability using OK Kuwadzana 2 as the case study so other researchers can concentrate on the whole branches in Zimbabwe and look at the challenges on a broader view.

5.4 Chapter summary

The chapter highlighted the summaries, conclusions and recommendations on the findings of this study. The researcher also suggested possible areas of further research.

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APPENDIX A: COVER LETTER

Midlands State University

Department of Accounting

P. Bag 9055

Gweru

30 April 2020

OK Mart

Kuwadzana 2

Stand 8143

Harare

Dear Sir/Madam

RE: Request for authority to carry out Research

I am kindly requesting for authority to conduct research on total quality management on profitability through questionnaires and interviews. I am a final year student at the Midlands State University studying towards a Bachelor of Commerce Honors degree in Accounting. I am carrying out a research entitled: **An assessment of total quality management on profitability of OK Zimbabwe (OK Kuwadzana 2)**

All information is guaranteed to remain confidential and will be used specifically for academic purposes by the researcher.

Your contribution to this research is greatly appreciated

Yours faithfully

Albert Risinamhodzi (R157516G)

APPENDIX B:

QUESTIONNAIRE FOR MANAGEMENT AND EMPLOYEES

My name is Albert Risinamhodzi (R157516G). I am currently studying Bachelor of commerce honours degree in Accounting and I am in my final year at Midlands State University. I am carrying out a research entitled: **An assessment of total quality management on profitability of OK Zimbabwe (OK kuwadzana 2)** as part of the fulfilment of my degree programme.

I am kindly asking for your contribution to questions listed below;

Please tick where applicable; don't write your name in this questionnaire

1. Gender

Male [] Female []

2. Age group

18-29 [] 30-54 [] 55+ []

3. Position in the company

Staff [] Front line management [] Middle management [] Top management []

4. Work experience

Below 3years [] 3 to 6 years [] 3 to 9 years [] 9 years above []

5. Tick Highest Educational Qualifications

O' Level [] A' level [] Diploma [] Degree [] HND [] Masters [] PhD []

6. Employment status

Part time [] casual [] contract based [] permanent []

7. Does the company implement TQM practices?

Strongly Agree [] Agree [] Unsure [] Disagree [] Strongly Disagree []

8. Is TQM communicated to all employees?

Strongly Agree [] Agree [] Unsure [] Disagree [] Strongly Disagree []

9. is there employee participation in organizational decision making?

Strongly Agree [] Agree [] Unsure [] Disagree [] Strongly Disagree []

10. Does OK Kuwadzana charge affordable prices as compared to other supermarkets?

Strongly Agree [] Agree [] Unsure [] Disagree [] Strongly Disagree []

11. The following can be used by the organization to achieve better profitability

factors	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
i. top management commitment					
ii customer focus					
iii. training and development of employees					
iv. clear communication amongst all employees: top management to line workers					
v. quality measure and benchmarking					
vi. continuous improvement on company performance					
vii. quality culture					

12. The following are the challenges in the declining profits of OK Kuwadzana.

factors	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
i. increasing competition					
ii escalating labor costs					
iii. employee problems					
iv. Changing consumer behaviour and multichannel buying experiences					
v. inventory management					

Research Questionnaire for Customers

My name is Albert Risinamhodzi, a student at Midlands State University. I am conducting a research on the impact the impact of total quality management on profitability of OK.

I am kindly asking for your contribution to questions listed below;

Please tick where applicable; don't write your name in this questionnaire

1. For how long have you been shopping at OK Kuwadzana 2?

1 year and below [] 2-5 years [] 6+ []

2. On a scale of 1-10, how would you rate the customer care of OK Kuwadzana 2?

1-3 [] 4-6 [] 7-10 []

3. Is OK offering the best affordable shopping prices as compared to other supermarkets?

Strongly Agree [] Agree [] Unsure [] Disagree [] Strongly Disagree []

4. Do you experience minimum shopping time in OK?

Strongly Agree [] Agree [] Unsure [] Disagree [] Strongly Disagree []

5. Does OK online shopping service meet your meet your wants and needs?

Strongly Agree [] Agree [] Unsure [] Disagree [] Strongly Disagree []

APPENDIX C:

INTERVIEW GUIDE

- What are the challenges that are being faced at Ok in relation to profitability?
- Are there Total Quality Management techniques that are being implemented at OK?
- Is there a relationship between Total Quality Management and profitability of a company such as OK?
- What factors affect successful implementation of total quality management?