

**TOTAL QUALITY MANAGEMENT AND PERFORMANCE OF
INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS
IN DAR ES SALAAM, TANZANIA**

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INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS
IN DAR ES SALAAM, TANZANIA**

**By
Bavon Christopher**

**A Dissertation submitted in Partial fulfilment of the Requirement for the Award
of the Degree of Master of Business Administration in Corporate Management
(MBA-CM) of Mzumbe University**

2020

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Total Quality Management and Performance of International Non-Governmental Organizations in Dar Es Salaam, Tanzania**, in partial/fulfilment of the requirements for award of the degree of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University.

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ACKNOWLEDGEMENT

My inner most appreciations are first and foremost to Almighty God for his loving kindness, guidance and strength He granted me to carry out my research all the time. My sincere special thanks also go to my supervisor Dr. Julius Cosmas for his invaluable instructions and understanding, serene guidance and intellect towards accomplishment of this work.

Further, I would like to express my thanks to Mzumbe University and all its staff. I am greatly indebted to this institution for its support through the entire process of accomplishing my dissertation. Well communicated process and clear and heartfelt support from various departments were instrumental for my dissertation accomplishment.

My special thanks also go to my family for their passionate, material support as well as their encouragement towards my studies. I thank my wife for always being there for me and all other relatives. And lastly, I would like to express my thanks to all my friends, my class and group mates, my employer and all INGOs that responded to my questionnaires for their priceless contribution toward my dissertation.

DEDICATION

This work is dedicated to my late Mother Sophia Mkami Kitamboya and my late farther Mr. Christopher Kitamboya who worked very hard to support my life. Their trust and support to me have always been a priceless and precious input toward my success.

LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
ASQ	American Society of Quality
BSC	Balances Score Cards
CSO	Civil Society Organization
INGO	International Non-governmental organizations
IPMS	Integrated Performance Management System
ISO	International Standards Organization
KSA	Kingdom of Saudi Arabia
NGO	Non-governmental organizations
PP	Performance Prism
RDF	Results and Determinants Framework
ROCE	Return on Capital Employment
ROE	Return on Equity
SPSS	Statistical Package for Social Science
TQC	Total Quality Control
TQM	Total Quality Management
UIA	Union of International Associations
US	United States
USA	United States of America
USAID	United States Agency for International Development
WWII	Second World War

ABSTRACT

The objective of this study was to examine how implementation of Total Quality Management principles can contribute to improve performance of International Non-Governmental Organizations in Dar es Salaam. The targeted population for this research comprised of International Non-Governmental Organizations with head quarter in Dar es Salaam. A semi-structured questionnaire was used to collect data from all 60 International Non-Government Organizations in Dar es Salaam.

The study revealed that International Non-Government Organizations in Dar es Salaam are effectively implementing all eight principles of Total Quality Management. These principles include employees' involvement, continuous improvement, focus on customers, systems and processes, strategic and systematic leadership, decision making based on facts, communication and integrated system. Also, the study confirmed that effective Total Quality Management positively predict performance improvement of International Non-Government Organizations in Dar es Salaam. Lastly the study revealed barriers to Total Quality Management implementation. These barriers include those related with ineffective Management and systems which lead to absence in effective performance measures and appropriate systems and processes in place. There are also barriers related with people which includes inappropriate organizational culture, resistance to change, and poorly trained workers. Lack of resource which limits investment in appropriate structures and technology is also another barrier to effective implementation of Total Quality Management.

The study concludes that Implementation of Total Quality Management contributes to improved organizational performance. It was also noted that, a Strategic and systematic leadership approaches is a catalysing principle to other principles. For other Total Quality Management principles to be implemented, the organization require effective strategic and systematic leadership. The study recommends that organizations should design management framework that embrace principles of Total Quality Management in order to improve performance. Management should address barriers hindering implementation of Total Quality Management. This require reliable strategic leadership in place.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This introduction chapter presents seven sections which includes background of the problem, statement of the problem, objective of the study, research questions, significance of the study, scope of the study and how the study is organized.

1.2 Background of the study

In recent decades, the world has witnessed robust growth of Non-Governmental Organizations (NGOs) industry. NGOs profiles have flourished in local, national and international level and have become vital catalyst to development (Lewis and Kanji, 2009). It is estimated that number of NGOs is over 10 million worldwide (Facts and Stats about NGOs Worldwide, 2015). This rapidly mushrooming of NGOs is also fuelled partly by the fact that NGOs have widely earned trust that they are more efficient than official aid agencies in serving the poor in recipient countries through foreign aids. (McCoskey, 2009).

NGOs perform a pivotal role in the development sector internationally (Barro and McCleary 2008) because NGOs came as an alternative form to bridge the gap between citizens' needs and existing poor services (Banks and Hulme, 2012). According to Barro and McCleary (2008), it was estimated that 41% of United States' overseas development funds were channelled through NGOs and in the United Kingdom, 12% of development funds flew through NGOs.

NGOs aspires at providing the possible quality services for their community beneficiaries and are expected to demonstrate that they provide quality services while managing their organization effectively and efficiently. To ensure NGO performance, Management are needed to apply single set of Quality Management System (Walsh, Lenihan, and Ireland, 2005). Total Quality Management (TQM) has universally been

accepted as a practice solution toward improving competitiveness and achieving performance. (Samson and Terziovski, 1999).

TQM is a fairly new management philosophy that aimed at achieving sustainable performance through integration of organizational outcomes with strategy and Management practices (Samson and Terziovski, 1999). TQM is a management philosophy that involves integration of functional units and processes within an organization in order to achieve continuous improvement of quality of product offered (Ross, 2017). Therefore, while quality is considered to be vital competitive strategic tool and important performance indicator for organizations (Al-Assaf and Gentling, 1996) it has become the key slogan as suggested by Ross (2017) that TQM is mainly focused on quality and that this can be achieved through continuous quality Improvement.

Many governments of least developed countries kept increasingly placing their reliance on NGOs and more than a quarter of their official development budgeted fund are channelled through NGOs (USAID, 2002). As a result, NGO have been rapidly mushrooming and the boom in the sector continues. According to the Union of International Associations, there are around 33,500 international NGOs in the world (UIA, 2002). It is estimated that number of NGOs is over 10 million worldwide (Facts and Stats about NGOs Worldwide, 2015). This rapidly mushrooming of NGOs is also fuelled partly by the fact that NGOs have widely earned trust that they are more efficient than official aid agencies in serving the poor in recipient countries through foreign aids. (McCoskey, 2009).

For case of Tanzania, in 1978, number of registered NGO in Tanzania was only seventeen (Kiondo, 1993). However, following structural adjustment programmes in the 1980s and early 1990s, the role of NGO in development sector in Tanzania flourished dramatically, encouraging explosive growth in the non-government sector (Lange, Wallevik and Kiondo, 2000) and (Kiondo, 1993). NGOs operating in Tanzania includes local NGO with origin in Tanzania, International NGO which operate in

Tanzania as branches of foreign registered NGO and affiliates of Foreign NGOs which have full registration in Tanzania. (Research Programme on Poverty Alleviation in Tanzania, 2007).

According to Tanzania NGO Policy (2002), NGOs are increasingly being recognized by government as potential key players for social, political and economic development. Therefore, the Government of Tanzania came up with NGO policy to above all, create favourable environment for NGOs operation and performance.

Taking into consideration that NGOs' performance and especially those from third world countries depends on altruism of foreign donors (Chakawarika, 2011), increase in number of NGOs has also led to increased competition over funds from donors. (Adan, 2015). Both local NGOs and International NGOs compete for donor fund from similar sources (Hancock, 1989). Increased competition has impaired the ability for NGOs to raise enough financial resources. Ringer (2008) also indicated the global economic crisis in 2008 have affected level of funding to UN agencies, Governments and to NGOs. As a result, NGOs have been receiving less and less funding than usual. With less funding, NGOs can no longer afford to retain effective leadership, best and talented employees, modern technology and other systematic processes vital for performance.

While NGOs are facing declining resources, which affects their general performance, donors are increasing their demand for NGOs accountability by demanding NGOs to demonstrate with evidence on achievement of their programs impacts and outcome, credible utilization of financial resources and compliance to numerous laws and regulations. (Moss, 2003). In order to demonstrate highest level of accountability, achieve donors' satisfaction in order to be able to raise more resource, NGOs' management of NGOs are required to adopt management framework which help organization to improve performance and evidence the achievement with evidence (Srinivas, 2006).

TQM is considered as a key catalyst of organizational performance for both public and private organizations either profit or non-profit (Alghamdi, 2018). Effective implementation of principles of TQM facilitate continuous improvement which make it possible to meet customers' desired quality and hence organizational performance. TQM principles and practices guide both management of quality and quality of management (Sadikoglu and Olcay, 2014 and Brah et al., 2002). Therefore, NGO in Tanzania can adopt TQM to be able to address challenges facing them, achieving performance and contribute to Tanzania economic and social development.

1.3 Statement of the problem

NGOs like any other organizations are there to accomplish certain specific goals (French, Bell and Zawakin, 1994). As NGOs are increasingly getting relied upon by number of stakeholders including government, donors and communities (Lewis (2003), NGOs management are expected to design management style that ensures satisfactory performance.

However, according to Bromideh, (2011), NGOs operating in developing countries are facing number of challenges including lack of good management and competent and talented human resources due to shortage of financial resources. This have consequently brough number of organizational weaknesses such as impaired participatory decision making, employees training, limited fundraising efforts, and poor communications and coordination.

NGOs in Tanzania are also facing performance challenges that can be attributed to low funding. Low funding has limited ability of NGOs to afford recruiting and retention of qualified and talented human resources and failure to invest in reliable internal processes and systems. This has in-turn limited these NGO's capability to effectively implement intended program activities and achieve intended goals. Majority of NGOs in Tanzania have succumbed to reduced funding and performance issues which led them to conduct number of organizational restructuring by reducing number of employees, move to smaller office and reduce their size of operation in the country in

order to cope with reduced level of funding. After long continuous struggles, Oxfam have announcement closure of their operation in Tanzania because of decline in funding and ActionAid Tanzania conducted organizational restructuring which resulted into 30% decrease of employees during 2013 and 2016. (Lamtey, 2020). This has been a trend for majority of NGOs in Tanzania. The reason for these performance challenges is attributed to failure of NGO managers in using a good management framework which embraces integration of all organizational units for continuous quality improvement to achieve stakeholders' satisfactions.

TQM is a management framework that is notably accepted as a key catalyst of organizational performance and this is applicable to both public and private organizations and both profit and non-profit organizations (Alghamdi, 2018). There has been number of studies that have linked implementation of TQM principles and performance of organization. Therefore, adoption of TQM principles may address performance challenges facing NGOs.

There are number of studies conducted on TQM philosophy. Sumwa (2011) conducted an assessment study on barriers Assessment of Total Quality Management Implementation Barriers in Construction Firms in Tanzania. However, this study only focused on barrier of adoption of TQM in construction firms and it is not linking TQM with performance and indeed not related to NGOs.

Kabendera (2017) carried a study on Total Quality Management (TQM) Theory and practices in government secondary schools in Ngara district, Tanzania focusing on the extent the principles of TQM are being practiced. While indicated in the study that effective TQM implementation guarantees quality improvement and overall performance, Kabendera's study only focused on extent of implementation of TQM in government secondary schools and did not link this extent to performance. Further, in 2011 Atieno conducted a study meant to uncover challenges facing the implementation of TQM in public secondary schools in Kenya. Atieno's study was about challenges

facing implementation of TQM in Secondary School and did not link the TQM implementation to Performance.

Therefore, this particular study researched on the extent at which implementation of TQM can be linked to performance of INGOs in Dar es Salaam. This area that link TQM and INGO performance in Tanzania context has not been researched and indeed differs from those studies documented above. Findings from this study is meant to motivate NGOs to adopt and implement principles of TQM.

1.4 Research objectives

1.4.1 Main objective

The main objective of this study was to examine the implementation of TQM principles on International Non-Government Organizations (INGOs) performance and barriers that inhibits effective implementation of TQM Principles

1.4.2 Specific objectives

- i. To determine the extent of implementation of TQM principles by INGOs in Dar es Salaam.
- ii. To determine the relationship between TQM implementation and INGO performance in Dar es Salaam.
- iii. To establish barriers facing the implementation of TQM principles by INGOs in Dar es Salaam and provide recommendation on the solution to address those Barriers.

1.5 Research questions

This study seeks to answer the following questions:

- i. To what extent does INGO in Dar es Salaam implement TQM principles?
- ii. What is the relationship between TQM implementation and INGO performance in Dar es Salaam?
- iii. What are the barriers facing the implementation of TQM principles by INGOs in Dar es Salaam and respective solution?

1.6 Significance of the study

This study will benefit people living in communities in which those INGOs are working. Effective implementation of TQM Principles will improve performance of INGOs and enable INGOs to raise more funds and achieve innovation for reaching more beneficiaries and ensure that any intended outcome and impact are achieved as people's lives are improved.

To the Government, the effective implementation of TQM by INGO in Dar es Salaam will promote economic development. The increased INGO performance will result into increased spending and employing more people and increase tax base such on consumption and Pay As You Earn (PAYE) taxes and hence increased Government tax revenue collection. Further, some INGO interventions like women and youth economic empowerment, transport infrastructure improvement, improvement of clean water supply, building of better schools and hospital helps to catalyse macro-economic development.

To the policy makers, this study will be a guide to number of stakeholders in shaping number of Policies that govern the operations of NGOs in Tanzania. The NGO registrar will use this study to improve NGO Act and influence other laws that govern NGO operation to provide good regulatory environment that allows NGOs to effectively implement principles of TQM. This is because NGO registrar roles include coordination and providing good regulatory environment to effective NGO operation in Tanzania. Further, the study will help managements and Boards of organizations in devising or improving policy by embedding adoption of TQM principles to enhance performance in their organizations.

This study will also be beneficial to academicians and researchers that are interested in the concept of TQM and implementation of its principles. The added academic knowledge will attract more studies related with TQM philosophy and its practices.

For organizations in general, this study will help in shaping organizations operation and provide a guide in integrating all department in way that embrace continuous quality improvement. This will improve organizational performance and satisfaction of various stakeholders.

1.7 Scope of the study

This research was conducted in Dar es Salaam region targeting International Non-Government Organizations (INGOs). The study focussed on INGOs because INGO are the key driver of NGO industry in Tanzania because donor funds are normally channelled through INGOs and local NGOs and CBOs are sub-granted these donor funds by INGOs and implement programs under monitoring by INGOs. Further, the study focussed in Dar es Salaam since majority of INGOs have their Head Quarters based Dar es Salaam.

1.8 Organization of the study

This study has been organized in six chapters which include; Chapter one which covers introduction, background of the problem, statement of the problem, objective of the study, research questions, significance of the study, scope of the study and how the study is organized. Chapter two of this study covers literature review divided into definition of terms, theoretical and empirical literature review.

Chapter three is about research methodology which explains about research design, study areas, population of study, sampling procedures and sample size, data collection and data analysis. Chapter four covers presentation of findings that have been obtained through questionnaires. Chapter five covers discussions of the findings presented in chapter four and chapter six includes summary of the findings, conclusion, recommendation and areas of further study

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review from different literature that has moderate as well as direct relation with this study, basically on areas of theoretical, earlier studies and pointing-out their gap in the study of TQM and Performance of INGOs In Dar es Salaam, Tanzania.

2.2 Definition of key terms

2.2.1 Quality.

As indicated by Dan and Nada, (2010) taking into consideration to its quality and number of studies carried, there are varieties of ways of defining quality and certainly there is no one universally accepted definition of quality. While others consider quality as performance to a certain standard, other view it as simply ensuring customer satisfaction (Awoku, Rachel Yetunde-Abiodun, 2012).

From many definitions of quality, two aspects are important in managing quality which are features that goods and services should possess to meet customers' needs and hence create satisfaction" and "goods are services that are free from deficiencies which may be caused of errors and which would need reworking or that result into failure (Joseph and Blanton, 1999). According to ISO 9000:2000, quality is the degree to which a set of inherent characteristics fulfils requirements.

According to Crosby (1979) quality as conformance to requirements. Crosby went further and philosophized that quality is achieved by zero defect which requires organizational to embrace doing right the first time. Crosby (1979) further, indicated doing right thing first time is cheaper as it avoids additional cost of fixing things later and therefore quality is free. Deming (1993) viewed quality from perspective of people by indicating that the primary purpose of an organization is to survive in business and

satisfy stakeholders by proving useful products to customers and creating value to its members (Ishikawa,1985).

From varieties of definitions, quality can then be view as a dynamic state with relation to products and services, people involved, processes which involves all stages and the atmosphere which meets of even exceeds expectation of customers (Bhalla and Rajni, 2012). The various definitions provide different view of quality which help this study in understanding quality in its holistic nature.

2.2.2 Total Quality Management

Total Quality Management (TQM) is the management philosophy that embraces linkage of all organizational functions or departments to have a focus on satisfactorily meeting requirements of customers and ensuring achievement of organizational goals (Hashmi, 2000 and 2004). TQM philosophy embraces the belief that organizations should encourage employees to continuously search for new ideas and improvements. In this regard, it is generally agreeable that managing good teamwork is vital in fostering innovation that is related to creativity and knowledge management (McAdam, 2004). According to Hackman and Wageman (1995), the main ideas encompassed in TQM philosophy were introduced in the mid-1980s.

Philosophies differs from a science because philosophies are born and not expected to die, they live and get improved over time and they can be adopted differently due to difference in context (Paton, 1994). Therefore, TQM as a management philosophy can be generally defined as an organization strategy for improving product and service quality and which integrates all functions within an organization with the belief that each employee, unit or department have a role to play in improving quality (Waldman, 1994).

Since the mid-eighties TQM as a management philosophy have widely been adopted by number of organizations as a mitigating solution for a range of problems facing those organizations and mainly with an intention of improving organizational

performance. It is fair to say TQM encompass set of ways or conducts meant to reorganize a business practice considering respective context and not just copying and using without contextualizing it to fit the purpose (Miller and Hartwick, 2002). TQM is effective in finding problems and continuously improve systems and processes related with production of goods or services (Wilson, 1995).

2.2.3 Organizational performance

The concept of performance is mostly contextual and depends much on specific phenomenon that is being studied (Hofer, 1983). For example, for organizational financial performance context, performance is then considered as a measure of change of the organizational financial state as a result of level of implementation of management decisions for the organization. Therefore, performance measures of an organizational should be based on organizational context (Carton, 2004).

Nowadays businesses operate in an increasingly difficult and more complex environment because of increased competitiveness and aggressiveness of players and increased dynamics of globalization (Zelga, 2017). For survival, organizations need a competitive advantage which includes being able to produce similar product or service quality at lower cost than competitors, being able to produce higher quality than competitors at same level of cost or both higher quality at lower cost (Lin and Chu, 2011). That is why many organizations have implemented tools for measuring their performance to gauge themselves and come up with strategies to improve performance (Gabčanová, 2012).

Even though the concept of organizational performance has been commonly used in academic literatures, defining it has never been easy because of its numerous meanings and hence there is no one universally accepted definition of organizational performance. (Gavrea, Ilies and Stegorean, 2011). Although there may be some agreements but there still lack of consensus on the definition and operationalization of the concept of organizational performance measurement (Cameron, 1986). Chakravarthy (1986) identifies different aspects of performance that include, market,

profitability, satisfaction of stakeholders' desire, and quality of organization's transformations.

2.2.4 Performance measures

As defined by Sinclair (1996) that a performance measure refers to numerical indicators that shows how well each of organizational objectives are being achieved. Traditionally, number of organizations have evaluated their performance by using financial measures which include profit margins, Return on Assets and Return on Equity (Tangen, 2004). However, recently organizations have been increasingly using non-profit measures as well whose variation may affect organization's profitability such as customer royalty and employee satisfactions (Ittner and Larcker, 2003).

Since measurement refers to the process of assigning numerical indicator to a process (Fleisher, 2003), Then performance measurement refers to determination on how organization achieves its objectives (Seang, 2003). Many researchers have agreed that organizational performance management is a spectrum of methodologies, frameworks and indicators that enable organizations to formulate and evaluate various strategies, ensure people motivation and to communication of performance results to stakeholders (Frolick and Ariyachandra, 2006, Bourne et al, 2003; Kennerley and Neely, 2003). Therefore, organizational performance appears in two perspectives that are performance management which involve performance planning, means of implementation, performance measurement and remuneration while the other perspective is performance measurement which basically includes ways in which organizational determine how is it progressing towards envisioned objectives (Melchert and Winter, 2004; Frolick and Ariyachandra, 2006; Wheelen and Hunger, 2012).

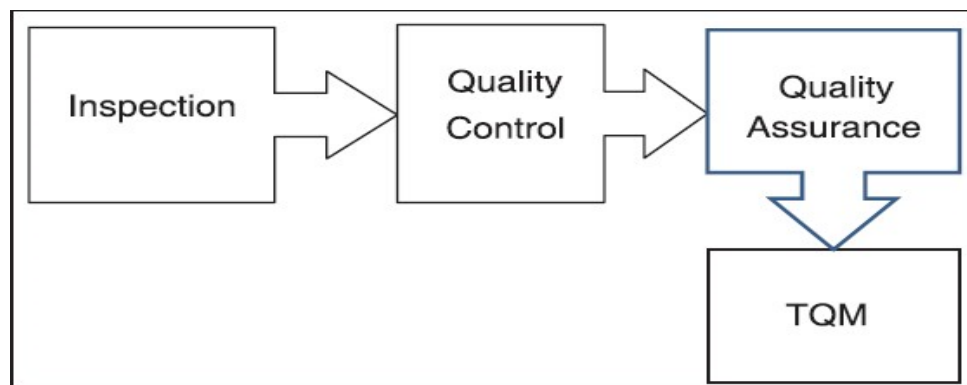
2.3 Theoretical literature review

2.3.1 Evolution of TQM theory

The historical evolution of Quality Management can be best explained in four phases of quality improvement which are (i) Quality Inspection, (ii) Quality Control, (iii)

Quality Assurance, and (iv) Total Quality Management. (Bergquist, Garvare, and Klefsjö, 2007).

Figure 2.1: The journey of TQM



Source: Researcher (2019)

The evolution of TQM started with the first phase of inspection when the focus was inspecting, sorting and correcting standards (Lakhe and Mohanty, 1994). These were early days of manufacturing where an operative's work was inspected, and a decision made whether to accept or reject it (Lakhe and Mohanty, 1994). As business grew larger number of problems occurred including increased number of defect products as a result of lack of skilled worker and specialized skilled inspectors (Lakhe and Mohanty, 1994).

During the phase of Quality Control in 1920s the focus was on the statistical quality control chart for the purpose to improve quality of telephones (Cangemi, 1993). According to Cangemi (1993), this was also adopted by other manufacturing companies with the purpose to identify problems earlier and control the manufacturing process, instead of rejecting or repairing afterwards.

From the 1940s William Edwards Deming emerged as a pioneer of statistical quality Control and Deming's remarkable contributions to this national focus on quality influenced the formation of the American Society for Quality Control, of which he was a charter member in 1946 and later he was recruited by Japan (Hoover and Kolb, 2012).

Deming's quality philosophy that includes charts, checklists and an uncompromising focus on the consumers which were the most vital parts of the production line in achieving product quality, led him to come up with 14 principles for quality management. The principles include constancy of purpose, adopting new philosophy, senior staff supervision, cost minimization, improvement in production and service, on-the-job training, leadership, personal empowerment, teamwork, artificial goals, standards, recognition, professional development, and responsibility for action (Laing, 2000). As a result, in the 1950s, quality of products in Japan improved and started penetrating Europe and USA markets and this was followed by establishment of Deming Prize on quality to honour Deming's remarkable contributions to quality management and promotion in Japan. (Hoover and Kolb, 2012).

The Quality Assurance stage focuses on pre-production activities and relied on quality standards and third part certification. As a result, three major organizations were created in 1946 which are American Society for Quality, International Organization for Standardization and the Japanese Union for Scientist and Engineering. In the end of WWII, American Society for Quality (ASQ) was founded when US experts wanted to find ways to continue improving quality (Hellman and Liu, 2013). ISO 9000 was first published by the International Organization for Standardization (ISO) in 1987 and number of organizations ensured quality by getting certification (Bergquist, Garvare and Klefsjö, 2007).

Juran viewed quality assurance from management point of view (Neyestani, 2017). Juran indicated that quality is the responsibility of management and can be achieved through three management processes which are Quality planning, Quality control and Quality improvement also known as "Juran's Trilogy" (Neyestani, 2017).

The fourth stage of TQM which still exist to date started in the 1960s where quality began to be perceived as something that concerns the entire organization, rather than only production process (Bergquist, Garvare and Klefsjö, 2007). In 1961 the term was

names by Feigenbaum as Total Quality Control (Juneja, Ahmad and Kumar, 2011). Four frequent components which are usually related with TQM Strategy are customer satisfaction, managerial leadership, employee involvement, and process improvement and control (Gharakhani, et al., 2013). TQM is also referred as constant endeavour to fulfil and exceed needs and expectation of customers at lower cost by continuous improving organizational processes (Bergman, and Klefsjö, 2010).

During the first phase of TQM evolution, the focus of quality was more on manufacturing sector where quality was related to goods. Quality in relation to service industry was not well defined. The growing competition in service industry raised the demand for improving service quality. Therefore, the relevance of TQM implementation in service sector was acknowledged (Bergman and Klefsjö, 2010). The TQM is vital quality management practices that helped in progress and excellence of various industries (Fatemi, Wei and Moayeryfard, 2016).

2.3.2 Introduction to performance measure theories

Because of importance of the concept of organizational performance, this area of study has led to development of different methods and models for measuring organizational performance which include but not limited to: The Balanced Scorecard (Kaplan and Norton, 1992), The Performance Pyramid System (Lynch and Cross, 1991), and The Performance Prism (Neely et al., 2002). Most of these models are designed assist organizations implement processes and boost their performance (Ghalayini et al. 1997; Kaplan and Norton, 1996 and Neely et al., 2000). However, since different organization are of different nature and operates in different context, the performance measurement system of one organization may not suit another organization (Kaganski et al., 2013) and therefore, it is vital for each organizational to design performance measurement system that reflects its context (Neely, 1999) and should be designed considering the organizational strategy, functions and objectives (Kaplan and Norton, 1996). Following are some of models for organizational performance measurement:

2.3.3 Balances score cards

In 1992 Kaplan and Norton came up with the Balances Score Cards (BSC) framework which contains a set of four financial and non-financial measures that are selected to help organization in implementing its key success factors as defined in the organizations vision (Wongrassamee, Simmons and Gardiner, 2003). According to Kaplan and Norton (1992) Balanced Score Card minimizes overloaded information and limiting the number of measures and focus on critical ones which includes Financial which focuses on financial result and growth such as profit margin, cashflow, ROE and ROCE; Customers which focus on customer satisfaction, customer loyalty and customer retention, Internal Business Processes which focuses on how effective business process are in achieving efficiency and effectiveness by minimizing number of errors and achieving high quality products and Learning and Growth which focuses on knowledge management and development of critical skills that fosters innovations and ensure employee satisfactions (Tangen, 2004).

As BSC was criticized that it does not address other important performance dimensions such as competitiveness in the market and aspects of performance of suppliers (Kennerley and Neely (2002),

2.3.4 Integrated performance measurement system

Integrated Performance Measurement System (IPMS) model seem to have addressed some of BSC Critics. The IPMS model stresses on two main performance measurement perspectives which are integrity which focuses on how different business units within the organizational are connected/integrated and implementation that focuses on implementing those business objectives and policies at corporate, business units, business processes and activities levels (Bititci, Carrie and Turner, 1998). The model is built into seven dimensions whereby two of them focuses in organizational competitiveness monitoring basically in financial performance and competitiveness while the other five monitor production process and they includes factors of production, products, incomes, costs, and activities.

2.3.5 Results and determinants framework

Results and Determinants Framework (RDF) which is also known as also known as a Performance Measurement System for Service Industries (Fitzgerald et al.,1991) was founded in two types of measures of performance which is basically measures of result itself such as profitability measures, competitiveness and determinant of result such as product quality, flexibility and how innovative the organization is (Bourne, Mills, Wilcox, Neely and Platts, 2000). This models then help to differentiate intended results from their determinant and help management to focus how to create good results. This model was also criticized by not including human capital and customers and behavioural aspects of other stakeholders as one among dimension which then make it less balanced model (Hudson et al., 2001, Yadav and Sagar, 2013).

2.3.6 The performance prism

The Performance Prism (PP) which is also referred as second-generation score card stress on the consideration of stakeholders before devising a strategy (Bourne et al., 2003). These stakeholders could be investors, customers, NGO donors, community beneficiaries, employees, suppliers and regulators. According to the model, the five important perspective to consider as far as performance is concerned includes: who are main stakeholders and how can they be satisfied, what strategy designed to satisfy desire and need of these stakeholders, critical processes that require improvement, resources which are vital toward operation and improvement and what can stakeholders contribute in development of our resources. However, the model was criticized that it does not point out boldly how performance measures will be implemented (Tangen, 2004).

2.4 Empirical literature review

2.4.1 Principles of TQM

Principles of TQM refers to the rules or fundamental and complete convictions in managing the organization that is meant to continuously improve quality of product or services fostering long terms customers satisfaction and at the same time considering the need of all stakeholders (Diamandescu, 2016). The Eight TQM principles came up by taking into consideration of various opinions in studies by specialists and scholars

and as stipulated under ISO 9000: 2006 related to Quality Management Systems. The TQM principles are explained from 2.4.1.1 to 2.4.1.8

2.4.1.1 Focus on customer

This principle requires organization to be oriented to customers satisfaction. The first step would be to identify customers' needs and desire and then design techniques including improving processes, advancing employee skills and using the right technology but for satisfying customers. Market research would be done and if customers are organizations who expect products to supply to their customers, then market research should extend to those organizations' customers (Diamandescu, 2016). The ISO 9004 (2009) Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

For NGO perspective, customers would be both primary customers who are members of communities (beneficiaries) of who an NGO intend to improve their lives being health, economic, education services and secondary customers would be volunteers, members, partners, funders/donors and employees (Arora, 2016) and therefore customers' satisfaction is concerned with how these primary and secondary beneficiaries assess the quality and/or impact of services received as part of programmatic interventions (Simadi, and Almomani, 2008). The importance of beneficiaries' satisfaction is that it guarantees continuity of service which includes, donor interest in funding more projects, community, employee and other partners readiness in participation (Qumsan, 2017).

2.4.1.2 Employee involvement

According to ISO 9004:2009, Involving people at all levels is essential to an organization as employees' full involvement enables them to use their talents and abilities for the organization's benefit. This is because employees are the most vital and critical factor toward success of an organization. Employee involvement guarantees a safe path toward sustained success and therefore while management are supposed to act with professionalism, consciousness and accountability, they are also

required to involve its employees into making important decisions as that will foster ownership and this will promote greater responsibility and the obligation by all employee to implement them (Luburić, 2015).

2.4.1.3 Continuous improvement

Sustainable performance of an organization cannot be achieved without constant improvements (Luburić, 2015). The improvement includes but not limited to product and service production processes, marketing strategies, services, technology, training and development of people and use of information. This is also congruent to Juran's approach to quality management which indicates three management process which includes Quality planning, Quality control and Quality improvement as key toward achieving TQM (Neyestani, 2017).

Achievement of an organizational excellence and performance is through implementation of a strategy that embraces continuous learning, innovation and improvement that is based on the management and sharing of knowledge and adoption of a culture of continuous learning, innovation and improvement that is promoted by awareness of new products, processes and technologies and emerging demands (Schreurs, 2006). Therefore, management should be concerned of continuous improvement by ensuring that all personnel and other stakeholders in all functions participates inside the improvement process and which should be enhanced by of evaluation to achieve continuous development (Ibrahim, 2013).

2.4.1.4 Process centred

The process as a principle to TQM is indicated in clauses 4.1 and 4.2 of ISO 9001: 2008. The process can then be defined as set of related activities which interact for the sake of transforming inputs into outputs. This approach aims at identifying critical activities and inputs that are required to produce a certain output and therefore helps at fulfilling a dynamic cycle of continuous improvement. Furthermore, it enables organizations to improve process and use resources efficiently for better output (Diamandescu, 2016). This means to achieve quality, the attention should be put on

process as well rather than only on final product (goods and services) (Luburić, 2015). This was also concluded by Rentzhog (2000) that good results usually depend on processes improvement.

2.4.1.5 Integrated system

Integrated System as one among TQM Principles is also reflected in clauses 4.1 and 4.2 of ISO 9001: 2008. This principle embraces the importance of including all departments and units and all employees in improving as the work of one department helps to improve the work of other departments and this creates internal customer and suppliers whereby one department can be a supplier of another department. Therefore, how best all departments are connected fuels quality improvement (Diamandescu, 2016). Three principles are then brought in one spectrum of system integration which touches on how communication among different units and department within an organization are being organized, how these units and departments, cooperate and how are they being coordinated (Badiru, 1990).

2.4.1.6 Strategic and systematic leadership approaches

There is no one agreeable definition of leadership and after (Luburić, 2015) went through number of definitions, he finally summarised leadership to refer to a driving force of success whose power is built on leaders' capability to impart their dreams to people while managing their own emotions and that of others so as people can selflessly work to realize common goal. The Importance of leadership in TQM have also been indicated in the ISO 9004:2009 which requires leaders to establish purposeful unity and organizational direction which include forming an internal environment that fosters full involvement of all people toward achieving organizations aspirations. This principle is there to ensure commitment of top leadership and other leaders within management structure to be fully and dedicatedly involved in implementation of all principles of TQM (Diamandescu, 2016).

2.4.1.7 Decision making based on facts

For an organization to know how well it is performing and be able to devise strategies to continuously improve, quality data on performance are vital. All decisions that affects organizational mission, vision and measurable goals should be based on data and not intuitions (Chandra, 2013). Therefore, decision making of any organization should be based on facts and these facts should be obtained from authentic source (Pattanayak and Punyatoya, 2015). The importance of this principle is that all decisions related to actions set-up are pertinent and reliable as they are based on accurate and verified data and information from credible sources and there is a clear balance between facts and experience and intuition (Diamandescu, 2016).

2.4.1.8 Communication

Effective communication is vital toward the life of any organizational and if properly done, it promotes effectiveness in job performance and motivating staff and hence high productivity and therefore the adoption of TQM approach can only be successful in ensuring continuous quality improvement if there is effective communication within an organization (Choudhary and Rathore, 2013). Communication strategy adopted in an organization that ensure sharing of information on number of organizational affairs including decision on timely basis helps to promote and maintain transparency within an organization which in-turn help in building members' confidence (Chandra, 2013). However, effective communication does not end up with only internal members as Communication with both customers and other interested parties is vital for achieving organizational sustainable results. Each organization need to establish processes for the communication with customers about products and services on their satisfaction, desires to be fulfilled and other important information that may help an organization in continuously refining processes and improving quality (Luburić, 2015).

2.4.2 NGO performance

Unlike for-profit companies that usually place their reliance on profit and shareholders stock value as the measure for their performance, NGO that are not for profit should have very reliable approaches that aids in assessing how well they are doing in

delivering their services to communities and achieving their aspiration. In the past NGO work was mostly based on ethical-social whereby number of professionals involved themselves in humanitarian emergencies. However, currently NGOs' operating environment is becoming complex and competitive. Therefore, NGOs need to strategize how to maintain resources (financial and non-financial) sustainability and ensure those resources are effectively being utilized to achieve intended. This NGO working environment necessitates assessing and devising strategies for performance (Ramadan and Borgonovi, 2015).

While some scholars like Pfeffer and Salancik (1978) and Yuchtman and Seashore (1967) had indicated that NGOs performance can be evaluated based on the NGOs' ability to mobilize key resources to ensure organizational survival, mobilizing resources are not the only dimension in measuring NGO performance as NGO should be focused on their primary goals (vision and missions) in relation to their targeted beneficiaries such as communities. Hence, performance should be assessed on how effective and efficient NGOs are in achieving those social goals (Kareithi and Lund, 2012). It is then vital to ensure that appropriate indicators that would be used to evaluate NGO performance are understood and well established (Herman and Renz, 1999 and Gill et al., 2005).

Number of scholars have agreed that performance indicators for NGOs can be viewed from internal and external perspective whereby, Internal indicators measure organizational health in terms of financial performance such funding, effectiveness in utilization of budget and ability to achieve value for Money, (Bennis, 1966) while external indicators measures how the NGO is linked with its environment (Gill, Flynn and Reissing, 2005). According to Niven (2008), since NGO usually work with communities, then performance of NGO can be measured by looking at number of partners they have, how relevant those partners are in an NGO field and quality of partnership and program quality in general which can be measured by looking at Donor's satisfaction and level of innovation of work while ensuring compliance with international quality standards.

The foundation of financial performance is fundraising efficiency which relate with the process of mobilizing funds for NGO survival (Andreasen, Kotler and Parker, 2008). One among measures of fundraising efficiency is donor dependency ratio which indicate the rate at which an NGO depends on some donors for survivor. Usually depending on few donors creates risk to financial sustainability (Sharma, 2012). Other measure would include cost incurred in fundraising in relation to income raised (Lewis, 2009) and financial transparency which relates to at what extent an NGOs share financial information to other stakeholders such as donors, communities, employee etc. through accurate and timely reporting as suggested by Charity Accountability Standard.

The most generally used performance indicator for NGO includes; effectiveness, costs, efficiency, fundraising, audits and beneficiaries' satisfaction (Carman, 2007). While Teelken, (2008) continued to insist on effectiveness, efficiency, economy and efficacy, others regarded performance to takes into account input, output, outcome and impact (Benjamin and Misra, 2006). Efficiency refers to relationship between input used and output achieved while effectiveness refers to a measure that determine the extent at which the organization is achieving the envisioned goals which can also be expressed in terms of output, outcome and impact (Fine and Snyder, 1999).

Input measures involve tracking program or project's resources that were deployed for implementation which include but not limited to human resources (employees), time, fund while output measure benefit derived from utilization of inputs which may be viewed informs of number of community members or beneficiaries reached or number of products provided. However, the effectiveness measures qualitative difference in beneficiaries' lives or changes observed in communities which were intended by those NGOs (Lindgren, 2001).

NGO performance looked at performance in general by reviewing number of scholarly publication and performance models and looked at NGO performance in specific.

Based on those review, then NGO performance can be evaluated in three phases which includes Input, Process and Output.

Input measure looks at the quality of inputs deployed for program or project interventions. This Includes skilled and satisfied employees who are highly motivated, better working tools like physical assets and financial performance like increase in donor funds, donor and income diversification, and increased income surplus or reserve.

The Process Measure looks at operational performance on how the organization have been able to develop innovative process in implementing program activities. This may include but not limited to programming methodologies, use of digital technologies and how each input is integrated in the process.

Output Measure looks at the ultimate goals achievement (vision) and for NGO is usually improving peoples' lives. These measures may include increase in number of beneficiaries served and number of local partners worked with (output), improved health services and skills of health workers, and other empowerment interventions such as entrepreneurial skills obtained and input provided (outcome) and measuring how people lives have improved to better position such as reduction death resulting from health issues, increase income from economic activities and increase in student pass grades in schools (impact). This would be indicated by number of parameters including but not limited to beneficiaries' satisfactions, donor recognition, donor increase, increase in partners worked with and recognition in-terms of expertise in a certain thematic area.

2.4.3 TQM systems implementation barriers

Despite importance of TQM, there are number studies that have shown number of barriers toward successful implementation of TQM (Rokke, 2013). Paton (1994) indicates number of barriers facing successful implementation of TQM which includes insufficient corrective action procedures, unawareness among people that there is quality problem which may be caused by ineffective feedback mechanism, lack of

appropriate performance measurement procedures, setting of unrealistic quality standards, technological problems. Further perception that quality certification is bureaucratic have also hindered its effective implementation.

Kekäle, (1998) pointed out organization culture is one among notorious barrier toward TQM implementation. The organizational culture is viewed as social values which defines behaviours of people in a certain group (Putnam, 1983)

Mann and Kehoe, (1995) points out that operation methods adopted by an organization can also hinder TQM implementation. That for those organizations that use traditional methods of operation layout that fosters job specialization on repetitive work may make it difficult those employees to be actively involved in the improvement of work processes. Therefore, to mitigate this management should ensure that all staff are involved in TQM effort including understanding the process. Mann and Kehoe, (1995) further point out that type of employee may affect TQM implementation for example lowly skilled and lowly educated employees tends to be difficult in accepting TQM and staff who have served for very long time within the organization also tend to be difficult in accepting and implementation of TQM principles.

The studies have also revealed that one among big barrier to TQM successful implementation is lack of top management support which in turn led to lack of staff proper training (Shibani, Saidani and Gherbal, 2012). Top-down authoritarian leadership style that is based on control and command are among notorious barriers of TQM application (Shortell et al.,1995). Further barriers to TQM implementation as summarized by Mosadeghrad, (2014) include high staff and management turnover which hinder long term quality planning and monitoring, management failure to justify for TQM and communicate clear organization vision, mission and strategic direction, different department within an organization having different and competing priorities and goals, unstable funding base and other resources including staff shortage and lack of effective information management system.

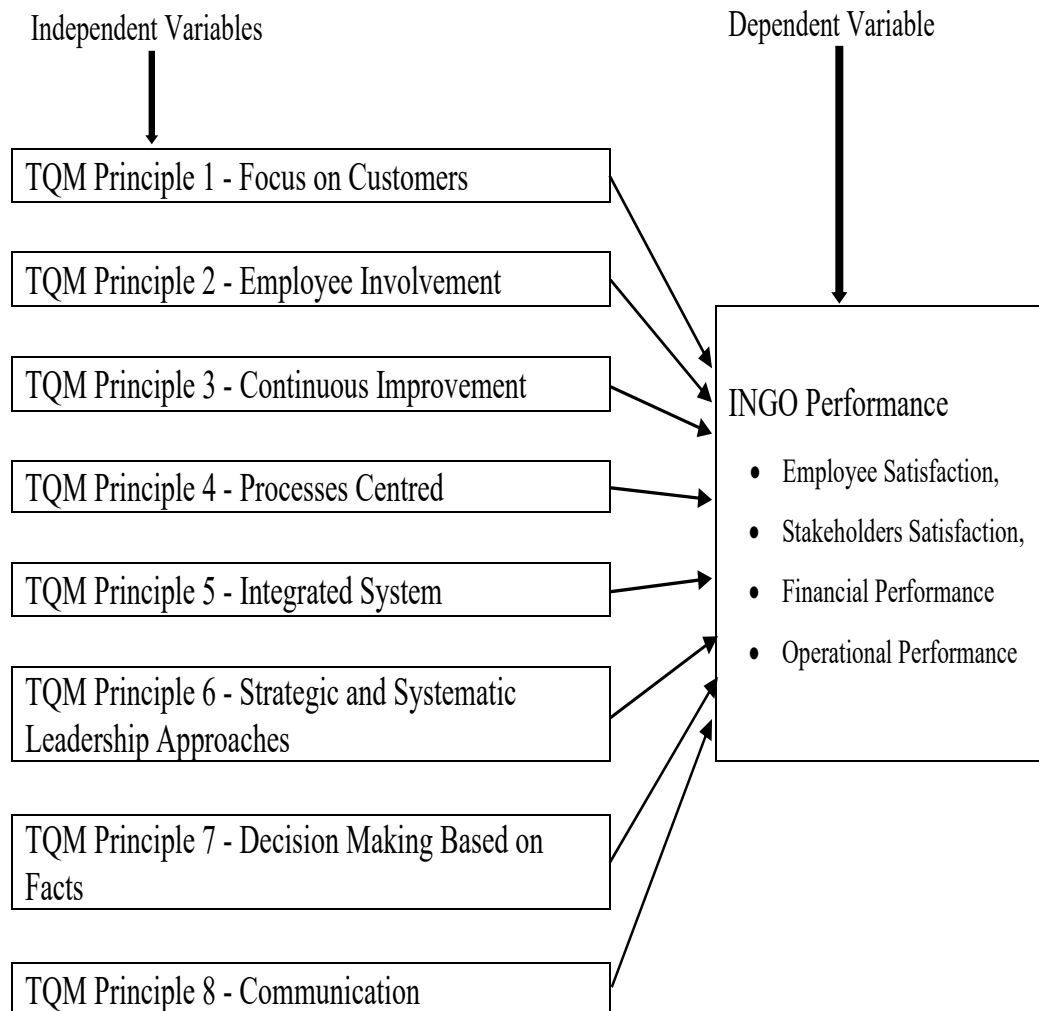
2.5 Research gap

A primary goal for implementing TQM principles by an organization is to improve performance by integrating all functions within an organization to continuously improve product and service quality. Much research and many researchers have formulated concepts and theories which explain principles of TQM and performance of an organization. Yet despite number of research and theorizing in these areas, very few studies have been able to link TQM principles and performance of INGO and no studies have been done to link implementation of TQM principles and performance of INGO in the context of Tanzania. Further, no studies have been carried out to identify barriers that are facing INGO in implementation of TQM principles specifically in the context of Tanzania. Therefore, this study intended to fulfil this research gap.

2.6 Conceptual framework

The conceptual framework below demonstrates relationship between TQM implementation being independent variable and INGO performance being dependent variable. Variation of independent variables depicts the outcome of the dependent variable. This relationship is positive one whereby effective implementation of TQM Depict improvement or organizational performance.

Figure 2.2: Conceptual framework



Source: Literature review

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Methodology is global style of thinking a general approach for studying research topics or an overall research strategy (Mlilo, 2016). This chapter comprises of the scope of the study, research design, samples, sample size and sampling procedures, research instruments and data analysis. This is because research methodology directs the researcher which instruments, type of design that is needed to be followed in his or her study.

3.2 Research design

Descriptive research design was employed for this research. The descriptive research is purposely done to describe a situation of the fact as they exist at present (Kothari, 2004). This is because the study aims at searching the facts on how TQM implementation have an Impact on INGOs registered in Dar es Salaam Region of Tanzania. Further, the research aims seeking to describe the barriers that face implementation of TQM in these INGOs. Data were collected through structured questionnaires to be able to establish causal relationship between independent and dependent variables (Walliman, 2017).

3.3 Study area

This research was conducted in Dar es Salaam region targeting International Non-Government Organizations (INGOs). The focus in Dar es Salaam is because majority of INGOs have their Head Quarters based Dar es Salaam.

3.4 Population of the study

The target population for this study comprises of INGOs registered in Dar es Salaam and which are in operation within Tanzania. The focus to INGOs is because these are the key driver of NGO sector in Tanzania. Donor funds are normally channelled through INGOs and local CSOs are sub-granted funds by INGOs for implementation

of programs under the agreement on how operation should be managed. Further, INGOs are models to other Civil Society Organizations (CSOs) and plays role of monitoring and capacity development of CSOs.

3.5 Units of analysis

The units of analysis of this study was individual INGO for those with headquarters in Dar es Salaam. There are 60 INGOs registered in Dar es Salaam.

3.6 Sampling procedures and sample size

Given the small size of target population, which is only 60 INGOs in Dar es Salaam, this research employed census whereby all units in the population were studied. This is because sampling from small size of population may make a sample not reliable representation of the population.

3.7 Data collection

Primary data was collected using structured questionnaire. Structured questionnaires are easy to administer, they are economical, and they are appropriate data collection tools as they include definite, concrete and pre-determined questions (Kothari, 2004). The questionnaire includes questions which meant to check extent INGOs in Dar es Salaam implement TQM Principles and how in-turn the performance is achieved. Further, other questions are meant to check the barrier to TQM implementation in these INGOs.

The questionnaires were submitted to the Management of these INGOs. Each INGO was given one questionnaire to filled with information that relates to that INGO. The targeted respondents were those ranging from middle to top management level in operation management, administration and financial management or Chief Executive Officers as they are capable to have holistic view of their organizational with knowledge on implementation of TQM principles and organizational performance.

3.8 Data analysis

According to Kothari (2004) data collected through structured questionnaire can be coded and be machine- processed. Therefore, data that were collected from the INGOs were reviewed and coded thematically as per research objective and questions. Statistical techniques for descriptive research was employed for data analysis.

All responses received from questionnaires were organized, tabulated and analysed. Multiple Regression was used to identify the relationship between TQM implementation and INGOs performance improvement. Statistical means such as mean, and percentages were employed for demographic data analysis and Likert types of responses.

The linear regression relationship between independent and dependent variable (TQM and INGO performance) was analysed based on $P = \beta_0 + \beta_1 E_{i1} + \beta_2 C_{i2} + \beta_3 F_{c3} + \beta_4 C_{o4} + \beta_5 A_{p5} + \beta_6 S_{y6} + \beta_7 F_{b7} + \beta_8 I_{s8} + e$, Where, P is performance, β_0 = constant term, E_i = Employee Involvement, C_i =Continuous improvement, F_c =Focus on Customer, C_o = Communication, S_p Process Centred (System and Processes), S_y = Strategic and Systematic Leadership Approaches, F_b = Fact Based Decision Making, I_s = Integrated System and e =Error term.

3.9 Data validity and reliability

3.9.1 Validity

Data validity is a measure of how that collect data is appropriate, useful and meaningful for a specific interpretation made from measures (Dooley, 2007). This means how effective the research instrument is to perform the intended measurement. To ensure the data to be collected are valid, a pilot study was conducted in a small sample of questionnaire to check if words are correct, questions measures as intended, there is no biasness and if respondents are able to understand the questions the way the research intends. The result of pilot study, improvements were made to questionnaires before full distribution.

3.9.2 Reliability

Refers to the degree at which collected data can be relied upon as they are free from error and biasness (Dooley, 2007). The study ensured collected data are reliable by checking consistency of response. Further, the study ensured that persons who completed the questionnaire for their respective INGOs are mostly coming from senior management level with considerable long tenure with their organization. This assured the study that respondents are aware of the management practice of the organization and their response can be relied upon

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter consist of findings of the study. The main purpose of the study was to establish the relationship between implementation of TQM principles and performance of INGOs in Dar es Salaam, Tanzania. The researcher used frequency tables and figures to present data. Data composed was collated and reports were produced in form of tables and figures and qualitative analysis.

4.2 Response rate

Number of questionnaires that were distributed to respondent were 60. However, only 52 questionnaires were returned filled which makes 87% response rate ad indicated in the Table 4.1.

Table 4. 1: Response rate

	Number issued	Number returned	Response rate
Questionnaires	60	52	87%

Source: Field data (2019)

4.3 Experience of respondents in the organization

Work experience is an experience that a person earns while working in a specific field or occupation. Therefore, for an organization, one would measure their experience in terms of number of years they have spent in that organization and the job role they have played. With reference to this study, the level of experience that the respondent has in an organization can influence the ability to respond on the quality management issues in that organization.

Respondents with management roles were inquired to indicate number of years they had worked in their respective organizations. The responses indicated that 25% of respondent had worked for their respective organizations less than 5 years while 60% of responded had worked for their respective organizations between 5 to 10 years.

Further, 13% had worked for their respective organization for 10-15 years and 2% have worked for their respective organization 16 – 20 years.

The result portrays that most of the respondents for this study had reliable experience relating to the aspect that is being researched. Therefore, the findings can be relied on for generalization because experience is considered vital and organizations with experienced personnel are able to embrace the importance of having management structures that that fuels organizational performance. Majority of the respondents had worked for 5-10 years.

4.4 Sectoral distribution of INGOs

INGOs operating in Tanzania can be categorized based on the sectors of their operation, areas of coverage and objectives. In this study the INGO's were categorized by Sectors of operation. It is worth noting that most of the INGOs works in more than one sector. Respondents were asked to indicate the sector they are working in and their responses can be summarized in The table 4.2.

Table 4. 2: Sectoral distribution of INGOs

Sector which INGOs are involved	Number of INGOs in each Sector	Percentage
Agriculture	19	12%
Water	3	2%
Education	17	11%
Environment	7	5%
Health	33	22%
Human rights	12	8%
Gender and development	12	8%
Children's rights	8	5%
Poverty alleviation	14	9%
Peace	1	1%
Population	5	3%
Training and Capacity Building	8	5%
Disability	4	3%
Disaster Relief	9	6%
Conservation	1	1%

Source: Field data (2019)

From the findings, Health sector leads to have many INGOs involved to the tune of 22% followed by Agriculture and Education with 12% and 11% respectively. Poverty alleviation have 9% followed by Human rights and Gender and Development with 8% each. The rest have 6% and below. The least sectors are Conservation and peace with 1% each. This portrays that the INGOs have presence in numerous sectors. Therefore, the response we got represent wide range of sector and it is appropriate for this study.

4.5 Implementation of Total Quality Management (TQM)

In order to survive and be prosperous, organization need to institute management practices that embraces continuous quality improvement as this is an incubator for creativity and innovation. Effective implementation of TQM means putting all 8 principles of TQM into practice which include, Focus on Customer, Employee Involvement, Continuous Improvement, Process Centred, Integrated System, Strategic and Systematic Leadership Approaches, Decision Making based on Facts, Communication.

Respondent were asked to respond on various aspects for each principles of TQM using Likert scale to determine whether, their respective INGO implement those principles of TQM and their responses were summarized in frequency tables as follows.

4.5.1 Employee involvement

According to ISO 9004:2009, Involving people at all levels is essential to an organization as employees' full involvement enables use of their abilities for the organization's benefit. This is because employees are the most vital and critical factor toward success of any organization. Respondents were asked on the extent to which their INGO have Involved employee at all level of the organization. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. Results were as shown in Table 4.3.

Table 4. 3: Employee involvement

Ei	Employee involvement indicators	1	2	3	4	5	Mean	StDev
Ei1	Top management ensures that every employee knows the organization's mission, vision and strategic objectives	0%	0%	0%	38%	62%	4.6	0.5
Ei2	Organizing regular meetings to communicate company quality goals to all departments.	0%	10%	17%	40%	33%	4.0	0.9
Ei3	Top management organizes cross-functional teams to get employees involved in the organization's quality management programs.	0%	2%	10%	38%	50%	4.4	0.7
Ei4	The quality goals of the organization are clearly and formally written in a Quality Policy or guideline.	0%	0%	8%	46%	46%	4.4	0.6
Ei5	The organization organizes cross-functional teams when developing programs to improve quality.	0%	2%	13%	40%	44%	4.3	0.8
Ei6	Quality circles are in place in the organization to enable workers to actively participate in quality and productivity improvement programs.	0%	2%	13%	48%	37%	4.2	0.7
Ei7	The organization has made employees responsible for quality, they are encouraged to make suggestions and, in many cases, allowed to act.	0%	2%	13%	42%	42%	4.3	0.8
Ei8	The organization has a transparent and effective appraisal system for recognizing and rewarding employees for their efforts.	0%	2%	21%	38%	38%	4.1	0.8
Ei9	Lessons learned from the training programs are integrated in the work processes.	0%	2%	23%	40%	35%	4.1	0.8
	Average score	0%	2%	13%	41%	43%	4.3	0.3

Source: Field data (2019)

Table 4.3 indicates that mean ranges from 4.0 to 4.6 with overall mean of 4.3 and on average only 2% of respondent disagree with employee involvement while 13% are neutral. But 41% agree and 43% strongly agree that employees are involved in various matters within an organization. All these implies that employee Involvement is effectively implemented by INGOs. This means Management communicates Vision, mission and strategic objectives and how they translate into lower functional and departmental level objective through organizing cross function staff meetings where

various aspects are transparently shared, and employees are made responsible for the quality. Further, the result implies that employees are rewarded for their achievement which translates to the organizational achievements and lesson learned from previous work and training program are Integrated in work processes.

4.5.2 Continuous improvement

Sustainable performance of an organizational cannot be achieved without constant improvements (Luburić, 2015). This includes improvement in product and service production processes, marketing strategies, services, technology, and training and development of people.

Respondents were asked on the extent to which their INGO implements continuous improvement within the organization. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.4.

Table 4. 4: Continuous improvement

Ci	Continuous improvement	1	2	3	4	5	Mean	StDev
Ci1	There is a quality improvement coordinating body (e.g. quality steering committee).	0%	6%	21%	40%	33%	4.0	0.9
Ci2	Improvement teams are active in all departments.	0%	2%	31%	54%	13%	3.8	0.7
Ci3	Continuous improvement tools (brainstorming, check sheet and other statistical process control) are applied on regular basis.	0%	0%	19%	44%	37%	4.2	0.7
Ci4	The company practices continuous improvement of all its products, services, and processes.	0%	0%	8%	53%	39%	4.3	0.6
Ci5	Every employee's thoughts have been taken into consideration to make any quality decision.	0%	2%	10%	52%	37%	4.2	0.7
Ci6	Constant employee awareness and feedback on status are provided and a reward/recognition process is established.	0%	0%	4%	42%	54%	4.5	0.6
Ci7	Common types of faults are informed to all the employees.	0%	2%	12%	46%	40%	4.3	0.7
Ci8	The causes of all the possible faults are identified and informed to all the employees.	0%	2%	2%	56%	40%	4.3	0.6
Ci9	Top management always updates their knowledge.	0%	0%	13%	56%	31%	4.2	0.6
Ci10	Employees are trained for job related skills.	0%	0%	4%	44%	52%	4.5	0.6
Ci11	Employees are trained on total quality concepts.	0%	4%	38%	44%	13%	3.7	0.8
Ci12	Continuous learning is provided through education and training.	0%	0%	2%	46%	52%	4.5	0.5
	Average score	0%	1%	14%	48%	37%	4.2	0.3

Source: Field data (2019)

Table 4.4 indicates that mean ranges from 3.7 to 4.6 with mean average mean score of 4.2. On average, only 1% disagreed with the fact that their organization implement continuous learning while 14% were neutral. 48% agreed and 37% strongly agreed that continuous improvement is implemented in their respective INGOs. This then implies that continuous improvement has effectively been implemented by INGOs. The response indicates INGOs have designated product/program quality team who are responsible for ensuring interventions implemented by these INGOs are of quality to achieve intended results. Further, common faults are investigated and thoughts from

employees are collected so that corrective solution can be designed and implemented. The training and continuous on-job learning are embraced to ensure continuous improvement although designated training on quality concept itself seems to score low 3.7.

4.5.3 Focus on customers.

Focus to customers, beneficiaries and any other stakeholders of INGOs is vital toward INGOs performance. Focus to customers embraces identification of customers' needs and desire and then device techniques including improving processes, improving employee skills and using the right technology to satisfy those customer's needs.

Respondents were asked on the extent to which their INGO implements continuous improvement within the organization. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.5.

Table 4. 5: Focus on customers

Fc	Focus on customers indicators	1	2	3	4	5	Mean	StDev
Fc1	The Organization emphasizes on assessing current donors, beneficiaries and partners' needs and expectations.	0%	0%	4%	54%	42%	4.4	0.6
Fc2	The Organization assess future customer needs and expectations.	0%	0%	2%	48%	50%	4.5	0.5
Fc3	employees promptly respond to stakeholders' complaints and work to resolve them	0%	2%	4%	29%	65%	4.6	0.7
Fc4	Stakeholders' complaints are studied to identify patterns and prevent the same problems from recurring.	0%	2%	10%	46%	42%	4.3	0.7
Fc5	The organizations use data from reviews, monitoring and evaluation on stakeholders' expectations and design new processes to be able to satisfy them.	0%	0%	12%	48%	40%	4.3	0.7
	Average score	0%	1%	6%	45%	48%	4.4	0.3

Source: Field data (2019)

Results indicated in Table 4.5 presents that mean ranges from 4.3 to 4.6 with an overall average mean of 4.4. Further, 45% and 48% of respondent agree and strongly agree respectively that their organization embraced Focus to Customers practice. Only 1%

disagreeing and 6% of responded are neutral. This then implies that INGOs places their focus on their stakeholders. Emphasis on assessing current donors, beneficiaries and partners' needs and expectations and responding to stakeholders' complaints had mean score of 4.6 while assessments of future customers' needs and studying of complaints have a mean score of 4.5 leaving review of monitoring and evaluation results for designing better processes with 4.4 mean score. All these indicates effective implementation of this TQM principles.

4.5.4 Communication

Effective communication is vital toward the life of any organizational and if properly done, it promotes effectiveness in job performance and motivates staff and hence high productivity and therefore the adoption of TQM approach can only be successful in ensuring continuous quality improvement if there is effective communication within an organization (Choudhary and Rathore, 2013).

Respondents were asked on the extent to which their INGO implements continuous improvement within the organization. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.6.

Table 4. 6: Communication

Co	Communication indicators	1	2	3	4	5	Mean	StDev
Co1	The organization collects a wide range of data and information about the quality.	0%	2%	12%	46%	40%	4.3	0.7
Co2	The organization uses a wide range of data and information about the service quality to make improvements.	0%	0%	13%	58%	29%	4.2	0.6
Co3	The organization continually tries to improve how it uses data and information on the quality.	0%	4%	17%	44%	35%	4.1	0.8
Co4	The organization employees are actively involved in determining what data are collected for improving the quality.	0%	0%	15%	63%	21%	4.1	0.6
Co5	The organization disseminates the data and information to all the employees.	0%	0%	12%	47%	41%	4.3	0.7
	Average score	0%	1%	14%	52%	33%	4.2	0.4

Source: Field data (2019)

Results indicated in Table 4.6 presents that mean ranges from 4.1 to 4.3 with overall mean score of 4.2. Further, 52% and 33% of respondents are agreeing and strongly agreeing respectively that their organization embraces effective communication within their organizations. Only 1% of respondent are disagreeing while 14% are neutral. This portrays that almost all respondent indicated that communication is embraced in their respective organization.

Strongly agreement was on organization collection of wide range of data and information about quality and the organization disseminates the data and information to all the employees with 4.3 mean score for each and organization uses of data and information about quality for quality improvement and continuously tries to improvement how it uses those data and information on quality which with 4.2 mean score each. While response on the organization employees are actively involved in determining what data are collected for improving the quality and employee involvement in determining which data to be collected and the organization

continually tries to improve how it uses data and information on the quality, got lower score of 4.1 mean score each but also since they are not below 4, it implies agreement.

4.5.5 Processes centered

The process approach aims at identifying critical activities and inputs that are required to produce a certain output and therefore helps at fulfilling a dynamic cycle of continuous improvement. This means to achieve quality, the attention should be put on process as well rather than only on final product (Luburić, 2015).

Respondents were asked on the extent to which their respective INGO invests into processes centered approach in their operation for output improvement within the organization. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. Results were as shown in Table 4.7.

Table 4. 7: Process centered

Sp	Processes Centred	1	2	3	4	5	Mean	StDev
Sp1	Systems and procedures for quality assurances within an NGO are implemented.	0%	0%	0%	42%	58%	4.6	0.5
Sp2	Internal data collection system such as monitoring and evaluation, participatory stakeholders' reflection and feedback with key stakeholders are established.	0%	0%	19%	38%	42%	4.2	0.8
Sp3	External information and feedback system is established.	0%	0%	8%	50%	42%	4.3	0.6
Sp4	The employees involved in different processes know how to evaluate them.	0%	0%	8%	52%	40%	4.3	0.6
Sp5	Organization systematically conducts extensive benchmarking of other organization processes.	0%	4%	4%	60%	33%	4.2	0.7
Sp6	Organization has standardized and documented operating procedures	0%	4%	17%	48%	31%	4.1	0.8
	Average score	0%	1%	9%	48%	41%	4.3	0.3

Source: Field data (2019)

Results in Table 4.7 presents that mean ranges from 4.1 to 4.4. with overall mean score of 4.3. Further, 48% and 41% of respondent agree and strongly agree respectively that their organizations are process centered and they embrace systems and processes in all

their operations. Only 1% disagreed while 9% of respondent are neutral. This portrays that almost all respondent indicated that process centered approach is embraced in their respective organization. All aspects under this principal have been high scored which is between 4.1 and 4.6 and these includes process for quality assurance, participatory monitoring and evaluation process, feedback process, process for involving employees and documentation process of all operation.

4.5.6 Strategic and systematic leadership approaches

Leadership refers to a driving force of success whose power is built on leaders' capability to impart their dreams to people while managing their own emotions and that of others so as people can selflessly work to realize common goal. The Importance of leadership in TQM have also been indicated in the ISO 9004:2009 which requires leaders to establish purposeful unity and organizational direction which include forming an internal environment that fosters full involvement of all people toward achieving organizations aspirations.

Respondents were asked on the extent to which their respective INGO uses strategic and systematic leadership approaches in their organization. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. Results were as shown in Table 4.8.

Table 4. 8: Strategic and systematic leadership approaches

Sy	Strategic and systematic leadership approaches indicators	1	2	3	4	5	Mean	StDev
Sy 1	The senior executives provide highly visible leadership in maintaining an environment that supports quality improvement.	0%	0%	0%	52%	48%	4.5	0.5
Sy 2	The Top Leadership are a primary driving force behind quality improvement efforts.	0%	0%	0%	46%	54%	4.5	0.5
Sy 3	The senior executives consistently participate in activities to improve the quality.	0%	0%	2%	56%	42%	4.4	0.5
Sy 4	The senior executives have demonstrated an ability to manage the changes (e.g., organizational, technological) needed to improve the quality.	0%	0%	2%	46%	52%	4.5	0.5
Sy 5	The senior executives generate confidence that efforts to improve quality will succeed.	0%	0%	0%	54%	46%	4.5	0.5
Sy 6	Senior executives seek information on needs and suggestions for quality improvement directly from external customers	0%	0%	6%	44%	50%	4.4	0.6
	Average score	0%	0%	2%	50%	48%	4.5	0.2

Source: Field data (2019)

Results in Table 4.8 presents that mean ranges from 4.4 to 4.5 with overall mean score of 4.5. Also, 50% of respondent agree and 48% of respondent strongly agree that their respective organization implement strategic and systematic leadership approaches. Only 2% of respondent are neutral. This portrays that almost all respondent indicated that strategic and systematic leadership approach is embraced in their respective organization. All aspects under this principal have been highly scored which is between 4.4 and 4.5 and these includes provision of strategic leadership which support and provide environment for continuous quality improvement and exclusively participate in quality improvement including seeking information and feedback from external customers/stakeholders on quality improvement.

4.5.7 Decision making based on fact

All decisions that affects organizational mission, vision and measurable goals should be based on data and not intuitions and these data should be obtained from authentic source. The importance of this principle is that all the decisions related to actions set-up are pertinent and reliable as they are based on accurate and verified data and information from credible sources.

Respondents were asked on the extent to which their respective INGO embraces use of facts while making decisions. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. Results were as shown in Table 4.9.

Table 4. 9: Decision making based on fact

Fb	Decision making based on fact	1	2	3	4	5	Mean	StDev
Fb1	The firm utilizes various techniques to diagnose quality problems and improve production processes	0%	0%	0%	48%	52%	4.5	0.5
Fb2	The organization utilized approaches to development (Right based, need based, market based) in designing programmatic interventions	0%	0%	2%	50%	48%	4.5	0.5
Fb3	Training programs on various problem-solving techniques such as cause and effect diagrams, flowcharting, etc. are provided to employees.	0%	0%	4%	48%	48%	4.4	0.6
Fb4	Inputs from experts from thematic areas are solicited during development of project and project activities (programmatic interventions) development phase.	0%	0%	2%	50%	48%	4.5	0.5
	Average score	0%	0%	2%	49%	49%	4.5	0.3

Source: Field data (2019)

Results in Table 4.9 presents that mean ranges from 4.4 to 4.5 with overall mean score of 4.5. Also 48% of respondent agreed that their organization implements fact-based decision making and other 49% strongly agree on the same fact. Only 2% of respondent were neutral. This portrays that almost all respondent indicated that their respective INGOs embraces uses of facts in decision making. Organization use of

specific approached to development, utilization of various techniques to diagnose quality problem and use inputs from experts on thematic areas during development of project activities scored 4.5 each leaving training program on program solving techniques to score 4.4.

4.5.8 Integrated system

This principle embraces the importance of including all departments and units and all employees in improving as the best work of one department helps to improve the work of another departments and this creates internal customer and suppliers whereby one department can be the suppliers of another departments. Therefore, how best all departments are connected/integrated fuels quality improvement.

Respondents were asked on the extent to which their respective INGO have ensured all units and department have been integrated in day to day operation. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.10.

Table 4.10 Integrated system

Is	Integrated system	1	2	3	4	5	Mean	StDev
Is1	The organization have very clear and effective organizational structure	0%	0%	8%	48%	44%	4.4	0.6
Is2	All employees are aware of how the organizational structure operate	0%	2%	10%	48%	40%	4.3	0.7
Is3	Does staff understand how their work fit in quality process and contribute to ultimate quality	0%	0%	4%	44%	52%	4.5	0.6
Is4	Routine communication between department and units is effective and clear	0%	2%	15%	40%	42%	4.2	0.8
Is5	Employee from different department values final organizational goal achievement rather than only their personal and departmental goals	0%	2%	2%	52%	44%	4.4	0.6
	Average scores	0%	1%	8%	47%	45%	4.3	0.4

Source: Field data (2019)

Table 4.10 shows that mean ranges from 4.1 to 4.5 with overall mean score of 4.3. Further, 47% and 45% of respondent agreed and strongly agreed respectively that their organization operate in integrated system. 1% disagree while 8% of respondent are neutral. This portrays that almost all respondent indicated that their respective INGOs embraces the importance of integrating all department and units within an organization to work together in improving quality of final products. High score was on staff understanding how their work fit in quality process and contribute to ultimate quality which got score of 4.5. This was followed by the organization have very clear and effective organizational structure and employees from different department values final organizational goal achievement rather than only their personal and departmental goals which depicted by mean score of 4.4 each. All employees being aware of how the organizational structure operate was depicted by mean score of 4.3 and the least core of 4.2 was on Routine communication between department and units is effective and clear.

The fact that all score was at least 4, suggests an agreement that this principle of TQM is implemented by INGOs in Dar es Salaam.

4.5.9 Overall extent of TQM implementation

In summary majority of respondent indicated that principals of TQM are well implemented in their organizations as summarized in Table 4.11.

Table 4.11 Overall extent of TQM implementation

Code	TQM principals	1	2	3	4	5	Mean	StDev
Ei	Employee involvement	0%	2%	13%	41%	43%	4.3	0.3
Ci	Continuous improvement	0%	1%	14%	48%	37%	4.2	0.3
Fc	Focus on customers	0%	1%	6%	45%	48%	4.4	0.3
Co	Communication	0%	1%	14%	52%	33%	4.2	0.4
Sp	Processes centred	0%	1%	9%	48%	41%	4.3	0.3
Sy	Strategic and systematic leadership approaches	0%	0%	1%	50%	49%	4.5	0.2
Fb	Decision making based on facts	0%	0%	2%	49%	49%	4.5	0.3
Is	Integrated system	0%	1%	8%	47%	45%	4.3	0.4

Source: Field data (2019)

Table 4.11 shows that majority of respondents are on agreement that TQM principals are being implemented within their respective organizations and this is depicted by mean score ranging from 4.2 to 4.5 which is above 4. Those is disagreement were ranging from 1% to 2% while those who were neutral were ranging from 1% to 14% and these are minority. Therefore, in conclusion, the extent of implementation of TQM principals among INGOs is very high.

4.6 Firm performance measures

Performance measures should aim at assessing sustainability of both internal and external performance. Internal performance measure looks at organizational health in terms of financial performance such funding, effectiveness in utilization of budget and ability to achieve value for Money, while external indicators measures how the NGO is linked with its environment and how NGO meets programmatic goals including increase in number of partners they have, how relevant those partners are in an NGO field and quality of partnership and program quality, donor's satisfaction and level of innovation of work.

4.6.1 Employees satisfaction

Employee satisfaction refers to the extent at which employees are happy with their job with their desires fulfilled by their job. It is generally agreed that employee satisfaction

catalyse their motivation, goal achievement and positive employee morale in the workplace.

The respondents were asked to rate the extent of employee satisfaction in their respective INGO. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.12.

Table 4.12 Employees satisfaction

Code	Employees satisfaction indicators	1	2	3	4	5	Mean	StDev
Es1	Employee satisfaction has increased.	0%	0%	19%	44%	37%	4.2	0.7
Es2	Employee turnover has decreased.	0%	0%	8%	54%	38%	4.3	0.6
Es3	Employees are clear about organization's vision and strategy	0%	2%	10%	50%	38%	4.3	0.7
Es4	Employees are regularly provided with training in their areas of work and have the skills and knowledge to do their job well	0%	0%	6%	44%	50%	4.4	0.6
Es5	Managers/supervisors give people the authority they need to do their work effectively	0%	2%	15%	42%	40%	4.2	0.8
Es6	Teamwork exists within the organization	0%	2%	4%	52%	42%	4.3	0.7
Es7	Management provides good leadership and direction for employees	0%	0%	13%	52%	35%	4.2	0.7
Es8	Employees are given the opportunity to develop new skills	0%	0%	4%	46%	50%	4.5	0.6
Es9	The organization promotes career development of employees	0%	4%	38%	46%	12%	3.7	0.7
Es10	Employees are adequately rewarded for their work.	0%	2%	6%	44%	48%	4.4	0.7
	Average score	0%	1%	12%	48%	39%	4.2	0.3

Source: Field data (2019)

Table 4.12 shows that generally employees are satisfied with their job and the employee turnover have decreased with mean score of 4.2 and 4.3. Result also shows employees are given the opportunity to develop new skills and especially in their areas of work and have the skills and knowledge to do their job well, are adequately rewarded for their work and team-work exist among staffs with mean score of 4.5, 4.4,

4.4 and 4.3 respectively. Further, the responses indicate employees are clear about organization's vision and strategy with means score of 4.3.

On the Management involvement, the responses indicate Management provides good leadership and direction for employees and Managers/supervisors give people the authority they need to do their work effectively each with mean score of 4.2 and the organization promotes career development of employees with mean score of 3.7

4.6.2 Stakeholders satisfaction

One very important input toward success of an organization is satisfaction of its stakeholders/customers. NGOs operation exists because their able to satisfy the need of stakeholders. This is through finding out who are the key stakeholders and what are their wants and how those wants can be satisfied. For the case of INGOs, these stakeholders would include but not limited to, community beneficiaries, implementation partners, donors, government authorities and employees.

The respondents were asked to rate the extent at which the stakeholders of their respective INGOs are satisfied as a result of effective TQM Implementation. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in the Table 4.13.

Table 4.13 Stakeholders satisfaction

Code	Stakeholders satisfaction indicators	1	2	3	4	5	Mean	StDev
Ss	Stakeholders Satisfaction	0%	0%	6%	45%	48%	4.4	0.3
Ss1	The organization values donors as well as beneficiaries	0%	0%	4%	52%	44%	4.4	0.6
Ss2	Vendors/suppliers are satisfied with organization's performance	0%	0%	2%	48%	50%	4.5	0.5
Ss3	Donors are satisfied with our organization's performance	0%	0%	4%	31%	65%	4.6	0.6
Ss4	The organization enjoys a good reputation with stakeholders such as government and partners and communities	0%	2%	10%	46%	42%	4.3	0.7
Ss5	Organization promptly resolves any stakeholder's complaints.	0%	0%	12%	50%	38%	4.3	0.7
	Average score	0%	0%	6%	45%	48%	4.4	0.3

Source: Field data (2019)

Table 4.13 shows good performance with overall mean score of 4.4 whereby 45% agreed that stakeholders are satisfied and 48% strongly agreed on the same fact. Only 6% that were neutral. The detailed result portrays that organizations values both donors and as well beneficiaries with mean score of 4.4, vendors are satisfied in dealing with an organization with mean score of 4.5 and organization prompt resolves any stakeholder complaints with mean score of 4.3. Further the result shows that donors are satisfied with organizational performance and the organization enjoys a good reputation with stakeholders such as government and partners and communities' beneficiaries with mean score of 4.6 and 4.3 respectively.

4.6.3 Financial performance

Financial performance for any organizational is vital toward ensuring sustainability and meeting key requirement for running operations. The respondents were asked to indicate the extent at which effective TQM implementation have improved financial performance of their respective INGOs. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.14.

Table 4.14 Financial performance

Code	Financial performance indicators	1	2	3	4	5	Mean	StDev
Fp1	Over the past few years, the organization has shown steady, measurable cost reduction.	0%	0%	0%	50%	50%	4.5	0.5
Fp2	Over the past few years, the organization has shown steady improvement of quality	0%	0%	0%	46%	54%	4.5	0.5
Fp3	The organization has seen an increase in donor funding	0%	0%	2%	48%	50%	4.5	0.5
Fp4	The organization currently has audited financial reports	2%	0%	2%	44%	52%	4.4	0.7
Fp5	The organization has seen an increase in profits/surplus/reserve (if applicable)	0%	0%	0%	47%	53%	4.5	0.5
Fp6	The organization is able to achieve objectives within their budgets	0%	0%	6%	42%	52%	4.5	0.6
	Average score	0%	0%	2%	46%	52%	4.5	0.3

Source: Field data (2019)

Table 4.14 shows that respondents indicated quite impressive financial performance at their respective INGOs which is depicted by overall mean score of 4.5 whereby 46% of respondent agree with the fact that financial performance have improved as a result of TQM implementation and 52% strongly agree on the same fact leaving only 2% of respondent who are neutral. Almost all indicator in table 4.17 got a score of 4.5 except for the indicator which says organizational currently have audited financial statement which got a mean score of 4.4.

Therefore, because of TQM Implementation, these INGOs have been able to improve their operational efficiency which lead to cost reduction and improving quality of their products and donor income have increased. As a result, these organizations have been able to achieve their objective and yet retain sufficiency quantity of reserve to ensure financial sustainability and finance any future gap.

4.6.4 Operational performance

Operation performance of the organizational refers to the extend at which an organization have invested into well documented procedures which smoothen

operation of the organizational and achieve efficiency and effectiveness while reducing wastes and ensuring compliance requirement. Innovation and creativity are vital toward achieving operational performance.

The respondents were asked to indicate the extent at which their respective INGOs have achieved operational performance through number of operational performance indicators as a result of effective TQM implementation. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.15.

Table 4.15 Operational performance

Code	Operational performance indicators	1	2	3	4	5	Mean	StDev
Op1	The organization has clearly documented procedures	0%	0%	8%	31%	61%	4.5	0.6
Op2	Employees are clear about the values and practices required for the organization to be successful	0%	0%	0%	42%	58%	4.6	0.5
Op3	The organization has implemented new innovations in the past 6 months	0%	0%	6%	50%	44%	4.4	0.6
Op4	The organization learns from past experiences so that mistakes are not repeated	0%	4%	12%	42%	42%	4.2	0.8
Op5	The organization is effective at reducing inefficiency throughout the organization	0%	0%	0%	52%	48%	4.5	0.5
	Average score	0%	1%	5%	44%	51%	4.4	0.3

Source: Field data (2019)

Table 15 shows that operation performance was generally well rated with mean scores ranging from 4.2 to 4.6 with overall mean score of 4.4. In general, 51% of respondent strongly agree that operational performance have improved because of TQM implementation and 44% of respondent also agree on the same fact. It is only 5% of

respondent who are neutral and 1% who disagree. Further, the result indicated organizations have clearly documented procedures and employee are clear about the values and practices required for the organization to be successful as depicted by mean score of 4.5 and 4.6 respectively. Further organizations have effectively learned from past mistakes, have effectively reduced inefficiency through implemented innovation in the past 6 months and the mean scores for these are 4.2, 4.5 and 4.4 respectively.

4.6.5 Other organization performance

INGO performance can be gauged against how many donors that the organization have including number of projects carried out. Further, how the organization is adapting to both internal and external environment.

The respondents were asked to indicate the extent at which their respective INGOs have achieved organizational performance as a result of effective implementation of Total quality management. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table.16

Table 4.16 Other organizational performance

Code	Other organizational performance Indicators	1	2	3	4	5	Mean	StDev
Oi1	The organization's structure helps different departments/regions to work together effectively	0%	6%	21%	38%	35%	4.0	0.9
Oi2	The organization adapts well to changes in the internal environment	0%	2%	29%	48%	21%	3.9	0.8
Oi3	The organization adapts well to changes in the external environment	0%	0%	17%	42%	40%	4.2	0.7
Oi4	The organization has received recognition from donors or stakeholders	0%	0%	8%	54%	38%	4.3	0.6
Oi5	The number of donors has increased	0%	2%	10%	52%	37%	4.2	0.7
Oi6	The organization has won new projects	0%	0%	4%	42%	54%	4.5	0.6
Oi7	The organization has embraced benchmarking and adopting best practices from other international organizations	0%	2%	12%	40%	46%	4.3	0.8
Oi8	The organization has documented tangible project outcomes and impact	0%	2%	2%	46%	50%	4.4	0.6
	Average scores	0%	2%	13%	45%	40%	4.2	0.3

Source: Field data (2019)

Table 4.16 summarizes extent to which TQM implementation influences organization performance of an INGOs. Respondent indicated that the organization's structure helps different departments/regions to work together effectively, the organization adapts well to changes in the internal external environment as depicted the mean score of 4.0, 3.9 and 4.2 respectively. On performance related with donor and other stakeholders, the organization has received recognition from donors or stakeholders, the number of donors has increased, and the organization has won new projects as depicted by mean score of 4.3, 4.2 and 4.5. Further, the organization has successfully embraced benchmarking and adopting best practices from other organizations and as a result the organization has documented tangible project outcomes and impact, and these are depicted by mean score of 4.3 and 4.4.

This implies that effective implementation of TQM has contributed to organizational performance as the organization have generally performed very well in almost all indicator as minimum mean score was 4.4 which is still impressive performance.

4.6.6 Summary of overall performance

Table 4.17 Overall performance summary

Code	Performance indicator	1	2	3	4	5	Mean	StDev
Es	Employee satisfaction	0%	1%	12%	48%	39%	4.2	0.3
Ss	Stakeholders satisfaction	0%	0%	6%	45%	48%	4.4	0.3
Fp	Financial performance indicators	0%	0%	2%	46%	52%	4.5	0.3
Op	Operational performance Indicators	0%	1%	5%	44%	51%	4.4	0.3
Oi	Organization performance Indicators	0%	2%	13%	45%	40%	4.2	0.3
P	Average Score	0%	1%	8%	46%	46%	4.4	0.2

Source: Field data (2019)

The ultimate goal of all INGOs is to improve peoples' lives by relieving them from distress. Although INGOs are involved in different sectors as indicated in table 4.2, they all share similar performance measures toward achieving their ultimate goal of relieving peoples from distress. These performance indicators include employee satisfactions, stakeholders' satisfactions, financial performance, operational performance and organization performance.

Table 4.17 summarizes responses from respondents on five performance indicators which meant to measure how TQM implementation have contributed to the performance improvement of INGOs in Dar es Salaam. On average 92% of responded agree with the proposition that implementation of TQM have contributed to their organizational performance. These include 46% who agreed and the other 46% who strongly agreed. It is only 1% of respondent who disagree and 8% who are neutral. Therefore, the overall performance of INGOs in Dar es Salaam have been contributed by implementation of TQM.

4.7 The relationship between TQM implementation and Performance improvement

To be able to compute the relationship between INGOs performance and TQM implementation, all questionnaire received were analyzed and appropriate codes which are compatible to SPSS were given to each variable so that to be able to run data using SPSS.

4.7.1 Karl Pearson's Coefficient of Correlation

Karl Pearson's Coefficient of Correlation is notably used statistical measure of degree and direction of the relationship between linear related variables. The variables were coded and by using SPSS the bivariate Karl Pearson's correlation coefficient (r) was computed to determine the correlation (strength) between dependent and independent variables.

Table 4.18 Coefficient of Correlation

		P	Ei	Ci	Fc	Co	Sp	Sy	Fb	Is
P	r	1	0.314*	0.785**	0.537**	0.528**	0.249	0.546**	0.266	0.758**
	Sig.2-t		0.023	0.000	0.000	0.000	0.075	0.000	0.057	0.000
Ei	r	0.314*	1	0.277*	0.342*	0.205	0.209	0.020	0.021	0.164
	Sig.2-t	0.023		0.047	0.013	0.144	0.136	0.887	0.884	0.247
Ci	r	0.785**	0.277*	1	0.300*	0.430**	0.194	0.252	0.134	0.752**
	Sig.2-t	0.000	0.047		0.031	0.001	0.168	0.072	0.343	0.000
Fc	r	0.537**	0.342*	0.300*	1	0.438**	0.323*	0.243	0.259	0.368**
	Sig.2-t	0.000	0.013	0.031		0.001	0.020	0.083	0.063	0.007
Co	r	0.528**	0.205	0.430**	0.438**	1	0.305*	0.059	-0.044	0.331*
	Sig.2-t	0.000	0.144	0.001	0.001		0.028	0.678	0.759	0.017
Sp	r	0.249	0.209	0.194	0.323*	0.305*	1	-0.041	-0.005	0.222
	Sig.2-t	0.075	0.136	0.168	0.020	0.028		0.773	0.973	0.114
Sy	r	0.546**	0.020	0.252	0.243	0.059	-0.041	1	0.535**	0.354*
	Sig.2-t	0.000	0.887	0.072	0.083	0.678	0.773		0.000	0.010
Fb	r	0.266	0.021	0.134	0.259	-0.044	-0.005	0.535**	1	0.202
	Sig.2-t	0.057	0.884	0.343	0.063	0.759	0.973	0.000		0.151
Is	r	0.758**	0.164	0.752**	0.368**	0.331*	0.222	0.354*	0.202	1
	Sig.2-t	0.000	0.247	0.000	0.007	0.017	0.114	0.010	0.151	

*. Correlation is significant at the 0.05 level (2-tailed).

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

Findings in Table 4.18 shows that employee involvement is positively correlated with performance of an organization by 0.314, there is also positive correlation between performance and continuous improvement by 0.785, there is positive correlation between performance and focus to customers by 0.537, there is positive relationship between performance and communication by 0.528. Further, System and processes is positively correlated with performance by 0.249, Strategic and Systematic Leadership Approaches is positively correlated with organizational performance by 0.546, fact-

based decision making is positively correlated with performance by 0.266, and integrated system is positively correlated with organizational performance by 0.758.

Table 4.18 indicates that out of eight predictor variables, six of them have positive correlation with performance (outcome variable) which are statistically significant. These includes; employees' involvement with 0.023 while all remaining five which are Continuous Improvement, Focus on Customers, Communication, Systems and Processes, Strategic & Systematic Leadership and Integrated System have 0.000 which is very significant taking into consideration 0.04 level. However, two variables which are fact-based decision making and system and processes with significance level of 0.057 and 0.075 respective have statistically insignificant correlation.

Further, a multiple linear regression analysis was conducted for determination of relationship between Performance of INGOs and Implementation of 8 principles of TQM. The researcher applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study. Results are documented in Tables 4.19, 4.20 and 4.21.

4.7.2 Modal Summary

The modal summary which represent the coefficient of determination explains the extent to which changes in the dependent variable (Performance) can be explained by the change in the independent variables (employees' involvement, continuous improvement, focus on customers, systems and processes, strategic & systematic leadership, facts-based decision making, communication and integrated system).

Table 4.19 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.925 ^a	0.856	0.829	0.0809
a. Predictors: (Constant), Is, Ei, Fb, Sp, Co, Sy, Fc, Ci				

Table 4.19 shows that, the 8 independent variables that were studied on how their change influence the variation of one dependent variables, explain only 85.6% of the performance as represented by the R Square. This implies that there are other variables that were not studied in this research which 14.4% of organizational Performance. Hence, further studies should be aimed to research on those factors that contribute to organizational performance.

4.7.3 Regression ANOVA

Analysis of Variance (ANOVA) comprises of calculations that provide information related to levels of variation within a regression model which helps to tests significance of the regression modal.

Table 4.20 Regression ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.665	8	0.208	31.826	0.000 ^b
	Residual	0.281	43	0.007		
	Total	1.946	51			

a. Dependent Variable: P

b. Predictors: (Constant), Is, Ei, Fb, Sp, Co, Sy, Fc, Ci

Table 4.20 shows the significance of 0.000 which is greater than 0.05 and this indicates that our regression is statistically significant that all independent variables explains variation in Performance among the INGOs in Dar es Salaam.

4.7.4 Regression coefficient

Multiple regression analysis was conducted as to determine the relationship between Implementation of TQM and performance of INGOs in Dar es Salaam.

Table 4.21 Regression coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.406	0.326		1.246	0.220
	Ei	0.039	0.037	0.067	1.046	0.301
	Ci	0.305	0.072	0.400	4.209	0.000
	Fc	0.097	0.044	0.164	2.215	0.032
	Co	0.089	0.037	0.172	2.406	0.021
	Sp	0.012	0.041	0.019	0.299	0.766
	Sy	0.298	0.062	0.348	4.793	0.000
	Fb	0.038	0.050	0.054	0.760	0.451
	Is	0.115	0.051	0.212	2.254	0.029

The regression relationship between independent and dependent variable (TQM and INGO performance) is analysed based on $P = \beta_0 + \beta_1 Ei + \beta_2 Ci + \beta_3 Fc + \beta_4 Co + \beta_5 Ap + \beta_6 Sy + \beta_7 Fb + \beta_8 Is + e$, Where, P is performance, β_0 = constant term, Ei = Employee Involvement, Ci = Continuous improvement, Fc = Focus on Customer, Co = Communication, Sp Process Centred (System and Processes), Sy = Strategic and Systematic Leadership Approaches, Fb = Fact Based Decision Making, Is = Integrated System and e = Error term

Therefore, as per the SPSS generated table 4.21, the equation $P = \beta_0 + \beta_1 Ei + \beta_2 Ci + \beta_3 Fc + \beta_4 Co + \beta_5 Sp + \beta_6 Sy + \beta_7 Fb + \beta_8 Is + e$, becomes:

$$P = 0.406 + 0.039Ei + 0.305Ci + 0.097Fc + 0.089Co + 0.012Sp + 0.298Sy + 0.038Fb + 0.115Is$$

The above regression equation portrays that if all predictor variables (employees' involvement, continuous improvement, focus on customers, systems and processes,

strategic & systematic leadership, facts-based decision making, communication and integrated system) are at zero, then performance improvement will be 1.406; by taking all other predictor variables at zero, a unit increase in employees' involvement will lead to a 0.039 increase performance improvement, a unit increase in continuous improvement will lead to a 0.305 increase performance improvement, a unit increase in focus on customers will lead to a 0.097 increase performance improvement.

Further, a unit increase in communication will lead to a 0.089 increase performance improvement, a unit increase in systems and processes will lead to a 0.012 increase in performance improvement, a unit increase in strategic & systematic leadership will lead to a 0.298 increase performance improvement, a unit increase in facts-based decision making will lead to a 0.038 increase performance improvement, a unit increase in integrated system will lead to a 0.115 increase performance improvement

4.8 Barriers to TQM implementation

There are several barriers that hinder TQM implementation. These barriers could be attributed to people challenges, management challenges or challenges within the system itself and challenges of lack of resources. In analysing responses, we have categorised issues which relates with management and system, barriers related with people and those which relates with resources availability.

4.8.1 Barriers related with management and system.

Management involvement is vital toward insuring effective TQM Implementation. When management fails to provide required support to lower level staff on TQM implementation, lower level staff will not take it seriously and ultimately becomes a devious barrier to ward successful TQM Implementation. For TQM to be successful, Management are expected to communicate and provide environment which support its implementation. Further, TQM could be hindered because of inappropriate system in place, which is ineffective to detect and correct quality problems, failure to provide effective feedback mechanism and setting of unrealistic goals while financial and technical resources are insufficient.

The respondents were asked on the extent challenges relates with Management and system that exists or have existed and hindered implementation of TQM in their respective INGOs. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 22.

Table 4.22 Barriers related with management and system

Bq	Barriers	1	2	3	4	5	Mean	StDev
Bq1	Lack of awareness and understanding.	22%	37%	31%	8%	2%	2.3	1.0
Bq2	Lack of organizational mission, vision and strategic objectives.	69%	27%	0%	2%	2%	1.4	0.8
Bq3	insufficient top management commitment.	37%	51%	8%	2%	2%	1.8	0.8
Bq4	Lack of systems and structures for quality management activities.	8%	20%	25%	24%	24%	3.4	1.3
Bq11	Lack of worker output & involvement	36%	46%	10%	4%	4%	1.9	1.0
Bq12	Conflicting and unrealistic quality standards and goals	43%	41%	12%	2%	2%	1.8	0.9
Bq13	Poor planning and organizing	2%	12%	29%	27%	29%	3.7	1.1
Bq15	Ineffective supervision and management support	35%	47%	14%	2%	2%	1.9	0.9
Bq16	Improper channels of communication	24%	57%	14%	4%	2%	2.0	0.8
Bq17	Ineffective feedback mechanisms	2%	10%	47%	37%	4%	3.3	0.8
Bq18	Ineffective performance measure procedures	2%	8%	51%	29%	10%	3.4	0.8

Source: Field data (2019)

Table 4.22 shows that most of respondent indicated poor planning affects effective implementation of TQM at great extent as depicted by mean score of 3.7. Further, Ineffective performance measure procedures, lack of systems and structures for quality management activities and ineffective feedback mechanisms fairly affects TQM Implementation as depicted by mean score of 3.4, 3.4 and 3.3 respectively. Lack of awareness and understanding and improper channels of communication indicated to have lowly affected TQM implementation as depicted by their mean scores of 2.3 and 2.0 respectively. The rest of other factors which are; lack of organizational mission, vision and strategic objectives, insufficient top management commitment, Lack of worker output and involvement, Conflicting and unrealistic quality standards and goals and Ineffective supervision and management support does not affect these INGOs when come to TQM implementation as depicted by their mean scores of 1.4, 1.8, 1.9, 1.8 and 1,9 respectively.

Therefore, in general the result indicates that poor planning, absence of effective performance measure procedures, lack of systems and structures for quality management activities and ineffective feedback mechanisms arising vividly to affect TQM Implementation.

4.8.2 Barriers related with people.

Human resources are a critical resource toward each organization and contributes much on organizational performance. However, challenges related with human resource/people could alter down their effectiveness which would affect TQM implementation.

The respondents were asked on the extent at which barriers relates with people exist or have existed and hindered implementation of TQM in their respective INGOs. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.23.

Table 4.23 Barriers related with people

Bq	Barriers	1	2	3	4	5	Mean	StDev
Bq7	Problems in people performing jobs effectively	6%	12%	55%	25%	2%	3.1	0.8
Bq8	Inappropriate organizational culture of resistance to change	2%	14%	41%	25%	18%	3.4	1.0
Bq9	Lack of teamwork /conflict	26%	50%	18%	2%	4%	2.1	0.9
Bq10	Poorly trained workers	6%	12%	49%	25%	8%	3.2	1.0

Source: Field data (2019)

Table 4.23 shows that most of respondent indicated that Problems in people performing jobs effectively, Inappropriate organizational culture of resistance to change, and Poorly trained workers moderately affected TQM Implementation as depicted by mean scores of 3.1, 3.4 and 3.2 respectively. Lack of teamwork and conflict within employee did not seems to have affected TQM implementation in INGOs represented by responded as the mean score was as low as 2.1.

4.8.3 Barriers related with resources

Resources such as financial and technical resources are vital toward effective implementation of TQM. The respondents were asked on the extent at which barriers relates with lack of resources exists or have existed and hindered implementation of TQM in their respective INGOs. The responses were placed on a five Likert scale where 1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree. The results were as shown in Table 4.24.

Table 4.24 Barriers related with resources

Bq	Barriers	1	2	3	4	5	Mean	StDev
Bq5	Costly consultancies, training programs.	6%	8%	30%	44%	12%	3.5	1.0
Bq6	Lack of rewards and recognition.	4%	8%	31%	47%	10%	3.5	0.9
Bq14	Insufficient resources (financial and others)	2%	8%	35%	41%	14%	3.6	0.9
Bq19	Technology and equipment problems	2%	6%	24%	55%	14%	3.7	0.9

Source: Field data (2019)

Table 4.24 shows that problem related with technology and equipment and insufficient financial resources have highly affected the TQM implementation as depicted by their respective mean scores of 3.7 and 3.6. Further, TQM implementation was also affected by lack of reward and recognition and costly consultancies and training programs which are both depicted by mean scores of 3.5 each.

The finding then implies that for the organization to be able to successfully implement TQM, raising enough financial resources is vital as financial resources will make it possible to have other resources and technology and as well as recognizing and rewarding employees well.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

The specific objectives of this study was to determine the extent of implementation of TQM principles by INGOs in Dar es Salaam, determine the relationship between TQM implementation and INGO performance in Dar es Salaam and establish barriers facing the implementation of TQM principles by INGOs in Dar es Salaam. This chapter gives the discussion and arguments on the findings presented and interpreted in chapter four based on the specific objectives of the study.

5.2 Implementation of TQM

The study used structured questionnaire that had number of aspects that are encompassed in each TQM principle. The respondents were required to respond on the extent (in the Likert scale 1 being strongly disagreeing to 5 being strongly agreeing) at which their respective organizations implement those aspects under each TQM principle. The responses of all aspects were averaged to obtain mean score for each TQM principle that determine the extent at which INGO implement each TQM Principle.

The study revealed that employees are effectively involved in number of organizational matters. This is because on average 41% agrees and 43% strongly agree that employees are involved in various matters within an organization. All these implies that employee Involvement is effectively implemented by INGOs. The involvement includes Management communicating Vision, mission and strategic objectives. The management ensures that vision, mission and strategic objectives are well translated to lower functional and departmental levels. This is done through organizing cross function staff meetings where various aspects are transparently shared, and employees are made responsible for the quality. Further, the result implies that employees are rewarded for their achievement which translates to the

organizational achievements and lesson learned from previous work and training program are Integrated in work processes.

The study reveals that INGO in Dar es Salaam are effectively implementing continuous learning as part of quality management strategy. This is evidenced by average of 48% and 37% of responded who agree and strongly agreeing respectively which makes 85%. The responses indicate that the INGOs have been forming a team responsible for ensuring program interventions are implemented at high quality. Any common challenges or failures are investigated, and employees are involved to look for corrective solution and implement to improve quality. This is possible through ensuring that there is a platform for continuous on-job learning through coaching, mentoring and other designated trainings. However, designated training on quality concept itself seems to score low 3.7.

The study results indicate that INGOs have ensured that there is focus to key stakeholders in their operation. This is evidenced by 45% and 48% of respondents agree and strongly agree respectively which makes an average of 93% of all respondent at least agrees that their respective their organization embraces Focus to Customers. In the INGOs perspective, customers include community beneficiaries where the program are being implemented, donors, other CSOs in partnership for implementation and Government. The INGO have put emphasis in assessing current and future donors, community beneficiaries and partners' needs and expectations and responded to any stakeholder's complaint. Further, the Organizations have been using data from monitoring and evaluation for designing better processes in order to improve quality and stakeholders' satisfaction.

With relation to communication, the study results indicate communication as one amount principles of TQM have been effectively been implemented. This is evidenced by results in table 4.6 where 52% and 33% of (in total 85%) respondents are agreeing and strongly agreeing respectively that their organization embraces effective communication as part of management practice. The result indicates organization

collects of wide range of data and used them to inform quality improvement. Further, the organizations involve all employees in determining the nature of data to be collected and always the organization disseminate various information to staff. All responses were above mean score of 4.1 in scale of 1 to 5 which means significant agreement by responded on implementation of communication as TQM principle.

The study results show that INGOs effectively implement process centred approach for quality management. This is evidenced by results in table 4.7 which shows that 48% respondents agreed and 41% of respondents strongly agree that their respective INGOs uses process centred approach which embraces systems and processes in their operations. The results indicate organizations have process and procedures for quality assurance. The processes include internal and external data collection through monitoring and evaluation and stakeholders' reflection and feedback. The data collected are processes and used to improve quality.

Employees involved in all processes are skilled enough to be part of the processes and evaluate the effectiveness of the process. Further, organizations systematically conduct extensive benchmarking with other organization have the process for benchmark themselves with other organizations' processes. And ensures all operating procedures are standardized and documented. The mean score is between 4.1 and 4.6 which suggest significant agreement on implementation of process centred approach by INGOs in Dar es Salaam.

Strategic and systematic leadership approaches have also been implemented by INGO as suggested by the result of this study. This is presented in table 4.8 which shows 50% of respondent agree and 48% of respondent strongly agree that their respective organization implement strategic and systematic leadership approach which makes 98% in total. This portrays that almost all respondents agree that strategic and systematic leadership approach is embraced in their respective organization. The result indicates that top leadership as a driving force toward quality management provides visible leadership in maintaining environment that support quality improvement and

consistently participate in activities to improve quality. Top leadership demonstrates ability to manage changes such as technological that is needed to improve quality and generate confidence that efforts to improve quality will succeed. Further Top leadership seeks information on the needs and suggestions from external stakeholders relating to quality improvement.

The study result further reveals that INGOs in Dar es Salaam makes their decisions based on facts. Table 4.9 shows that majority of responded which are 48% and 49% of respondents agreed and strongly agrees respectively that their respective INGOs makes informed decision based on facts. INGOs utilizes various techniques to diagnose quality problems and make correction for improvement of operation processes. The organization ensures alignment with the right approach to development such as need based or right based approach when designing programmatic interventions. Further the result indicates that organizations have training programs on various problem-solving techniques such as cause and effect diagrams, flowcharting and these are provided to all employees. Also input from expert in thematic areas are solicited during development of project and project programmatic interventions.

Lastly, the study results indicate that INGOs implement Integrated System in quality Management. This is shown in table 4.10 whereby 47% and 45% of all respondents agreed and strongly agreed respectively that their organization operate in integrated system. This portrays that almost all respondent ($47\% + 45\% = 92\%$) indicated that their respective INGOs embraces the importance of integrating all department and units within an organization to work together in improving quality of final products. The result indicates that INGOs have clear and effective organizational structure and all employees are aware on how the organizational structure operates. Employees also understands how their work fit in quality process and contribute to ultimate quality and routine communication between department and units is effective and clear. Further, employees from different department values final organizational goal achievement rather than only their personal and departmental goals.

From the discussion on extent of implementation of TQM Principles by INGOs in Dar es Salaam, it can be concluded that all INGOs effectively implement principles of TQM. This can be evidenced in result in table 4.11 where 90% of respondent are on agreement (47% agree +43% strongly agree) that TQM principals are being implemented within their respective organizations and this is depicted by overall mean score of 4.3 which is above 4 which means agreement. Therefore, the extent of implementation of TQM principals among INGOs in Dar es Salaam is very high.

5.3 The relationship between TQM implementation and Performance improvement

To be able to compute the relationship between TQM implementation and INGOs performance, all questionnaire received were analysed and coded in compatibility to SPSS. The structured questionnaires were used to determine the extent at which INGOs in Dar es Salaam are implementing principles of TQM. This was done by obtaining an average Likert scale scores for indicators under each TQM principle. The average scores were used to compute mean score for each TQM principles which are Employee Involvement with mean score of 4.3, Continuous Improvement with 4.2, Focus on Customers with 4.4, Communication with 4.2, Processes Centred with 4.3, Strategic and Systematic Leadership Approaches with 4.5, Decision Making Based on Facts with 4.5 and Integrated System with 4.3.

Questionnaires were used to determine level of performance as a result of effective implementation of TQM principles. The performance was categorized in-terms of employees' satisfaction, stakeholders' satisfaction, financial performance, operational performance and other organization performance indicators. Ultimately average Likert scale score was used to compute mean score for organizations' performance. On average 92% of responded agree that their INGOs performance have improved as a result of effective TQM Principles implementation. These include 46% who agreed and the other 46% who strongly agreed. It is only 1% of respondent who disagree and 8% who were neutral. The overall performance mean score was 4.4. The eight

principles of TQM were coded as independent variables and organizational performance was coded as dependent variable.

By using SPSS, the bivariate Karl Pearson's correlation coefficient (r) was computed to determine the significance of correlation between independent and dependent variables. The result in Table 4.18 indicates that all eight principles of TQM which are independent variables, are positively correlated with organizational performance. Table 4.18 further indicates that out of eight TQM principles, six of them have statistical significance correlation with performance. These includes employees' involvement, continuous improvement, focus on customers, communication, systems and Processes, strategic and systematic leadership and Integrated System. However, two variables which are fact-based decision making and system and processes have statistical insignificant correlation with performance.

Further, multiple linear regression analysis was conducted to determine of relationship between Implementation of eight principles of TQM and Performance of INGOs. SPSS was used to code, enter and compute the measurements of the multiple linear regressions for the study. Table 4.19 shows that the eight principles of TQM that were studied on how their changes influences change to organizational performance, explains 85.6% of the organizational performance leaving 14.4% unexplained. This means further studies should conducted to identify those others unexplained factors that contributed to organizational performance. However, the 85.6% explained relationship is significant and this is reliable to rely.

Analysis of Variance (ANOVA) of the regression as indicated in Table 4.20 shows the significance of 0.000 which is greater than 0.05. This means that computed multiple linear regression is statistically significant and that all eight independent variables explain variation in Performance among the INGOs in Dar es Salaam.

The regression relationship between independent and dependent variables as indicated in Table 4.21, portrays that there is positive relationship between independent

variables and independent variable. The regression equation which was based on $P = \beta_0 + \beta_1 E_{i1} + \beta_2 C_{i2} + \beta_3 F_{c3} + \beta_4 C_{o4} + \beta_5 S_{p5} + \beta_6 S_{y6} + \beta_7 F_{b7} + \beta_8 I_{s8} + e$, can therefore be expressed as:

$$P = 0.406 + 0.039E_{i1} + 0.305C_{i2} + 0.097F_{c3} + 0.089C_{o4} + 0.012S_{p5} + 0.298S_{y6} + 0.038F_{b7} + 0.115I_{s8}$$

The above regression equation portrays that if all independent variables are at zero, then performance improvement will be 1.406. By taking all other independent variables at zero, a unit increase in employees' involvement will lead to a 0.039 increase performance improvement. The responses are in agreements with findings from the study by Sofijanov and Zabijakin-Chatleska, (2013) which meant to link the employee involvement and performance of the organization and which concluded that In today's prevailing competitive business environment, involving employees in decision making and problem solving which goes hand in hand with employee empowerment for self-managed teams are vital toward organizational innovation and effectiveness.

The equation also indicates that a unit increase in continuous improvement will lead to a 0.305 increase performance improvement, a unit increase in focus on customers will lead to a 0.097 increase performance improvement. The findings also prove findings and conclusion in the study by Ajmal and Aslam (2006) which indicated that customer focus contributed almost 74% in the performance improvement of Pakistan telecommunication. Further, the results also confirmed that customer focus influences greatly company's performance.

A unit increase in communication will lead to a 0.089 increase performance improvement and this result also provides findings and conclusion by Luburić (2015) which concluded that each organization need to establish processes for the communication with customers about products and services on their satisfaction, desires to be fulfilled and other important information that may help an organization in continuously refining processes and improving quality which in turn contribute to

performance. Also, a unit increase in systems and processes will lead to a 0.012 increase in performance improvement, as it was concluded by Rentzhog (2000) that good results usually depend on processes improvement.

The regression further indicated that a unit increase in strategic and systematic leadership will lead to a 0.298 increase performance improvement. This finding is in line with study by Diamandescu (2016) that this principle is there to ensure commitment of top leadership and other leaders within management structure to be fully and dedicatedly involved in implementation of all principles of TQM for performance improvement. A unit increase in facts-based decision making is found to lead to a 0.038 increase performance improvement, as it was concluded by Diamandescu (2016) that all decisions related to actions set-up based in reliable, accurate and verified data from credible sources helps management to make informed decision for quality improvement and hence performance improvement.

Lastly, a unit increase in integrated system will lead to a 0.115 increase performance improvement. This finding agrees with finding and conclusion by Diamandescu (2016) that how best all departments are connected fuels quality improvement leading to performance improvement.

5.4 Barriers to TQM Implementation

The study also aimed at identifying any barriers facing INGOs in Dar es Salaam in the implementation of TQM. The structured questionnaire had populated number of challenges which were noted during literature review. The barriers were categorized into barriers relating with management and system, barriers related with people and barriers related with resources. Each category had number of aspects of which respondent were required to rank them using Likert scale. The responses were analyzed to identify challenges that are relevant to INGOs.

For barriers related with Management and System, the study results as presented in Table 4.22 reveals that, poor planning affects effective implementation of TQM at great extent as depicted by the highest mean score of 3.7. This shows that for effective

implementation of TQM principles, effective planning is very vital. Further, the study reveals other barriers under management and system being ineffective performance measure procedures, lack of systems and structures for quality management activities and ineffective feedback mechanisms as depicted by mean score of 3.4, 3.4 and 3.3 respectively. This portrays that the effective TQM principles implementation cannot be achieved if there is no systems and structures for quality management activities and effective performance measures which involve effective feedback mechanism. Feedback from both internal and external stakeholders can promote effective performance measures because one of principle of TQM is focus to customers.

Other identified barriers such lack of awareness and understanding, improper channels of communication, lack of organizational mission, vision and strategic objectives, insufficient top management commitment, lack of worker output and involvement, conflicting and unrealistic quality standards and goals and ineffective supervision and management support did not affect implementation of TQM principles for INGO. This can be evidenced by their low mean scores ranging from 1.4 to maximum of 2.3. This study results suggests that most of INGOs have ensured that their organization have clear organization mission, vision and strategic objective and these are communicated to all employee through existing clear channels of communication. Further, top management are committed, and employees are involved and there are no unrealistic standards. This have contributed to effective TQM implementation.

For barriers related with people, the study results as presented in Table 4.23 reveals that problems in people performing jobs effectively have moderately affected Implementation of TQM principles as depicted by mean score of 3.1. This could be linked with another barrier which is poorly trained workers which also moderately affected TQM implementation as depicted by mean score of 3.2. Another barrier that moderately affected TQM Implementation is inappropriate organizational culture which have been a source of people resistance to change. This is depicted by mean scores of 3.4.

Lack of teamwork and conflict within employee did not seems to have affected TQM implementation in INGOs represented by responded as the mean score was as low as 2.1. This result suggested INGOs in Dar es Salaam have ensured they create a great teamwork among staffs. Therefore, human resources are a critical resource for organizations and can contributes much on organizational performance if well managed.

For barriers related with resources, the study results as presented in Table 4.24 reveals that, problem related with technology and equipment have highly affected the TQM implementation as depicted by their respective mean scores of 3.7. This is because lack of technology and equipment limits the organization to adopt to new changes and fails to quickly respond to new demands. Also, insufficient financial resources have highly affected the TQM implementation as depicted by their respective mean scores of 3.6. Lack financial resource can affect many things including failure to adopt new technologies, failure to provide training to staff for quality improvement. Further, TQM implementation was also affected by lack of reward and recognition and costly consultancies and training programs which are both depicted by mean scores of 3.5 each. These were also caused by lack of financial resources.

The results here imply that for the organization to be able to successfully implement TQM, raising enough financial resources is vital as financial resources will make it possible to have other resources and technology and as well as recognizing and rewarding employees well. Resources such as financial and technical resources are vital toward effective implementation of TQM.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the data findings on how TQM implementation predicts performance Improvement, the conclusions and recommendations and any area of future research. Therefore, the chapter is structured into summary findings, conclusion, recommendation and future area of further research.

5.2 Summary of the Findings

The objectives of this study were to determine the extent of implementation of TQM principles by INGOs in Dar es Salaam, the relationship between TQM implementation and INGO performance in Dar es Salaam and to establish challenges facing the implementation of TQM principles by those INGOs. The study identified eight principals of TQM which are employees' involvement, continuous improvement, focus on customers, systems and processes, strategic and systematic leadership, facts-based decision making, communication and integrated system.

5.2.1 Extent of implementation of TQM

On the extent of implementation of TQM principles, the study revealed that all eight principles of TQM are being effectively implemented by INGOs in Dar es Salaam following agreement of at least 90% of respondent. This can be attributed to effective Strategic and Systematic Leadership Approaches which is implemented by 99%. Because of good Strategic Leadership, the management have been able to design clear and effective organizational structures with clear vision, mission and strategic quality objectives. The structures operate effectively by integrating different department and functional units into a united process which considers quality control measures.

The management of these INGOs have ensured that all employees are involved by being provided with appropriate training to be able to do their work effectively, are shared with organizational level quality objectives and feedbacks from staff are used

to improve quality including involving employee in quality target setting. Further, focus to external stakeholders such as donors, implementing partners and beneficiary communities have been implemented through gathering those stakeholders needs, work to fulfil them and always receive any complaints and feedback from those stakeholders and address them immediately.

Management of these INGOs have implemented continuous improvement principle through diagnosis of faults and ensure system and processes are rectified so that those faults will not be committed again. Further, all decisions which are done are based on facts whereby management have set good processes of collection of credible data and processing and using the result for decision making. This includes but not limited to effective monitoring, evaluation and learning units and effective feedback mechanism.

5.2.2 Relationship between TQM implementation and Performance of INGOs

On the relationship between TQM Implementation and performance of INGOs, the findings have revealed that effective implementation of TQM principles have contributed positively to the performance improvement of INGOs. As a result of effective implementation of TQM principles INGOs have achieved increased employee satisfaction which in-turned helped to increase employee morale and their effectiveness and reduction of employee turnover which help the organization to retain skills and institutional memories.

INGOs have achieved customers/stakeholders' satisfaction whereby beneficiary communities have been satisfied a result of successful program interventions, the organizations have earned recognition and good image which also lead to increased number of donors who are ready to fund more program interventions. On financial performance, TQM Implementation have led to reduction of costs while achieving objectives more. And because of increased donors, these INGOs have recorded increased donor funding and improvement of reserve level which guarantee ability of the organization to achieve its strategic objectives and maintain financial sustainability.

Operationally, INGOs have been able to implement new innovations on process, products and skills with the organization. Further, they have been able to employ good technologies and have well documented and standardised systematic processes.

5.2.2 Barriers to TQM implementation

On the barriers, the study found that there are several barriers that hinder TQM implementation, and which can be categorised into management and system challenges, people challenge and resources challenges. On Management challenges, most of respondents indicated poor planning to affect effective implementation of TQM at great extent. Other barriers include, ineffective performance measurement procedures, lack of systems and structures for quality management activities and ineffective feedback mechanisms.

On barriers related with people, most of respondent indicated that Problems in people performing jobs effectively, inappropriate organizational culture which lead to resistance to change, and poorly trained workers moderately affected TQM implementation, while on challenges related with resources, most of respondent indicated lack of technology and equipment and insufficient financial resources have highly affected the TQM implementation. Further, lack of reward and recognition and costly consultancies and training programs have also hampered TQM Implementation.

5.3 Conclusions

Based on the results from data analysis and findings of the study, we can conclude that TQM Implementation contributes on organizational performance greatly. It was also noted that, a Strategic and systematic leadership approaches is a catalysing principal to other principles. For other TQM principles to be implemented, the organization require effective leadership that is strategic and systematic and that will set pace and offer good environment for effective implementation of TQM which include but not limited to designing effective organizational structure that ensure that all departments and functional units are integrated and work together to achieve big organizational

goal and having systematic processes embedded with quality control measures such as feedback collection from users/stakeholders, problem diagnosis and correction.

Also, successful implementation of TQM can be achieved by involving employees in all stage of quality management from planning to measurement and controlling by ensuring that employees participate in setting goals and providing feedback. This can be possible if these employees have appropriate skills and therefore, employee need to be offered training to impart them with relevant skills that is required for them to deliver on their expectation. Further, Management should ensure that employees are well rewarded with their performance.

Lastly, organizations should place their focus to their customers and in this case to donors, partners including government and community beneficiaries. Therefore, there should be processes to assess those stakeholders needs and ensure that all processes are set to satisfy these needs. Routine feedback collection should be set to ensure that the organization continuously get feedback from stakeholders and that planning is participatory by involving all staff, partners and community beneficiaries. In this way needs of these stakeholders can easily be considered during planning and satisfied/addressed during implementation. Furthermore, organizations should embrace continuous improvement by assessing external context and ensuring that they are within expectation.

On the barriers that affects effective implementation of TQM Principals, there are barriers related with management and system which fails to provide reliable environment for TQM implementation, challenges related with people such as the culture of resistance to change and lack of sufficient required resources such as financial resources.

5.4 Recommendations

On the finding that proves that effective implementation of TQM can predict increase performance, the Management of INGOs and similar organizations are recommended

to design operation management framework that embraces principles of TQM in order to ensure continuous quality improvement and hence performance.

From the barriers that hamper effective implementation of TQM Principles, the research recommends that management should address problem in peoples by building good organizational culture which embraces agility and readiness to changes. This can be achieved through proper staff's inductions and training, performance management and rewarding mechanisms and other team building initiatives including staff retreat and other staff welfare initiatives.

On problem related with resources, management should invest into innovative fundraising activities and effective financial management including cost recovery and value for Money. These will help the organization to raise and manage funds effectively and efficiently. Level of financial sufficiency of an organization determines the ability of the organization to source other key resources such as human resources, technology and working equipment that makes it possible to implement TQM Principles affectively.

On challenges related with Management, then these organizations should retain team of management staff who are capable to provide appropriate management and thought leadership and lay a good environment for TQM implementation. The management need to have a will and translate this will into action while inspiring all other employee and providing good environment for TQM implementation. Effective TQM implementation requires strong and capable leadership.

5.5 limitations of the study and areas for further research

This study researched on the relationship between Implementation of TQM Principles and performance of INGOs in Dar es Salaam. While the study confirms that effective implementation of TQM leads to performance improvement of Dar es Salaam INGOs, the result in the modal summary indicated that 8 TQM principles were able to explain only 85.6% of the performance as represented by the R Square leaving 14.4% to relate

to other independent variables that were not studied. Therefore, further studies should be aimed to research on those other independent variables not studied in this research.

Further, this study is limited to INGOs in Dar es Salaam only. Therefore, the study recommends that further research to be done on TQM implementation and performance of organization in other sectors in Tanzania and come up with generic TQM implementation framework suitable in Tanzania context. Lastly, further studies should also be carried to find out how can TQM implementation be implemented sustainably and not just as a short-term project to ensure continuous organizational performance.

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APPENDIX 1: Proposed Questionnaire

PART A

- 1 Your designation.....
- 2 Name of Organization
- 3 Year of Establishment in Tanzania.....
- 3 How many years have you worked for this organization? (Tick (✓) where appropriate).
 - (a) Less than 5 Years ☐
 - (b) 5-10 Years ☐
 - (c) 11-15 Years ☐
 - (d) 16-20 Years ☐
 - (e) 20 Years and above ☐
- 5 Kindly indicate the sector (s) that the NGO belongs to? (Tick (✓) where appropriate).

Agriculture	☐
Water education	☐
Environment	☐
Health	☐
Human rights	☐
Gender and development	☐
Children's rights	☐
Poverty alleviation	☐
Peace	☐
Population	☐
Training and Capacity Building	☐
Disability	☐
Other (Please specify)	
- 5 How many employees does the organization have?_____

PART B: Implementation of Total Quality Management Practices

To what extent has your NGO implements the following Quality Management Principles.

Tick appropriate box ☐ by ranking your result as follows:

1= strongly disagree

2= disagree

3= neither disagree nor agree

4= agree

5= strongly agree

EMPLOYEE INVOLVEMENT		1	2	3	4	5
1	Top management ensures that every employee knows the organization's mission, vision and strategic objectives					
2	Organizing regular meetings to communicate company quality goals to all departments.					
3	Top management organizes cross-functional teams to get employees involved in the organization's quality management programs.					
4	The quality goals of the organization are clearly and formally written in a Quality Policy or guideline.					
5	The organization organizes cross-functional teams when developing programs to improve quality.					
6	Quality circles are in place in the organization to enable workers to actively participate in quality and productivity improvement programs.					
7	The organization has made employees responsible for quality, they are encouraged to make suggestions and, in many cases, allowed to act.					
8	The organization has a transparent and effective appraisal system for recognizing and rewarding employees for their efforts.					
9	Lessons learned from the training programs are integrated in the work processes.					
CONTINUOUS IMPROVEMENT		1	2	3	4	5
1	There is a quality improvement coordinating body (e.g. quality steering committee).					
2	Improvement teams are active in all departments.					
3	Continuous improvement tools (brainstorming, check sheet and other statistical process control) are applied on regular basis.					
4	The company practices continuous improvement of all its products, services, and processes.					
5	Every employee's thoughts has been taken into consideration to make any quality decision.					
6	Constant employee awareness and feedback on status are provided and a reward/recognition process is established.					

7	Common types of faults are informed to all the employees.					
8	The causes of all the possible faults are identified and informed to all the employees.					
9	Top management always updates their knowledge.					
10	Employees are trained for job related skills.					
11	Employees are trained on total quality concepts.					
12	Continuous learning is provided through education and training.					
FOCUS ON CUSTOMERS (stakeholders e.g. donor, CSOs, community)		1	2	3	4	5
1	The Organization emphasizes on assessing current donors, beneficiaries and partners' needs and expectations.					
2	The Organization assess future customer needs and expectations.					
3	employees promptly respond to stakeholders' complaints and work to resolve them					
4	Stakeholders' (donors, partners, community beneficiaries, government etc.) complaints are studied to identify patterns and prevent the same problems from recurring.					
5	The organizations use data from reviews, monitoring and evaluation on stakeholders' expectations and design new processes to be able to satisfy them.					
COMMUNICATION		1	2	3	4	5
1	The organization collects a wide range of data and information about the quality.					
2	The organization uses a wide range of data and information about the service quality to make improvements.					
3	The organization continually tries to improve how it uses data and information on the quality.					
4	The organization employees are actively involved in determining what data are collected for improving the quality.					
5	The organization disseminates the data and information to all the employees.					
PROCESSES CENTRED		1	2	3	4	5
1	Systems and procedures for quality assurances within an NGO are implemented.					
2	Internal data collection system such as monitoring and evaluation, participatory stakeholders' reflection and feedback with key stakeholders are established.					
3	External information and feedback system are established.					
4	The employees involved in different processes know how to evaluate them.					
5	Organization systematically conducts extensive benchmarking of other organization processes.					
6	Organization has standardized and documented operating procedures					
STRATEGIC AND SYSTEMATIC LEADERSHIP APPROACHES		1	2	3	4	5

1	The senior executives provide highly visible leadership in maintaining an environment that supports quality improvement.					
2	The Top Leadership are a primary driving force behind quality improvement efforts.					
3	The senior executives consistently participate in activities to improve the quality.					
4	The senior executives have demonstrated an ability to manage the changes (e.g., organizational, technological) needed to improve the quality.					
5	The senior executives generate confidence that efforts to improve quality will succeed.					
6	Senior executives seek information on needs and suggestions for quality improvement directly from external customers					
DECISION MAKING BASED ON FACT		1	2	3	4	5
1	The firm utilizes various techniques to diagnose quality problems and improve production processes					
2	The organization utilized approaches to development (Right based, need based, market based) in designing programmatic interventions					
3	Training programs on various problem-solving techniques such as cause and effect diagrams, flowcharting, etc. are provided to employees.					
4	Inputs from experts from thematic areas are solicited during development of project and project activities (programmatic interventions) development phase.					
INTEGRATED SYSTEM		1	2	3	4	5
1	The organization have very clear and effective organizational structure					
2	All employees are aware of how the organizational structure operate					
3	Does staff understand how their work fit in quality process and contribute to ultimate quality					
4	Routine communication between department and units is effective and clear					
5	Employee from different department values final organizational goal achievement rather than only their personal and departmental goals					

PART C: Barriers to Total Quality Management Implementation

To what extent the following barriers have become barrier to effective implementation of quality management in your Organization.

Tick appropriate box ☒ by ranking your result as follows:

1= strongly disagree

2= disagree

3= neither disagree nor agree

4= agree

5= strongly agree

BARRIERS TO QUALITY MANAGEMENT IMPLEMENTATION		1	2	3	4	5
1	Lack of awareness and understanding.					
2	Lack of organizational mission, vision and strategic objectives.					
3	insufficient top management commitment.					
4	Lack of systems and structures for quality management activities.					
5	Costly consultancies, training programs.					
6	Lack of rewards and recognition.					
7	Problems in people performing jobs effectively					
8	Inappropriate organizational culture of resistance to change					
9	Lack of teamwork /conflict					
10	Poorly trained workers					
11	Lack of worker output and involvement					
12	Conflicting and unrealistic quality standards and goals					
13	Poor planning and organizing					
14	Insufficient resources (financial and others)					
15	Ineffective supervision and management support					
16	Improper channels of communication					
17	Ineffective feedback mechanisms					
18	Ineffective performance measure procedures					
19	Technology and equipment problems					

PART D: Organizational Performance

To what extent has your organization experienced the following performance level because of effective implementation of quality management

Tick appropriate box ☒ by ranking your result as follows:

1= strongly disagree

2= disagree

3= neither disagree nor agree

4= agree

5= strongly agree

EMPLOYEE SATISFACTION INDICATORS		1	2	3	4	5
1	Employee satisfaction has increased.					
2	Employee turnover has decreased.					
3	Employees are clear about organization's vision and strategy					

4	Employees are regularly provided with training in their areas of work and have the skills and knowledge to do their job well					
5	Managers/supervisors give people the authority they need to do their work effectively					
6	Teamwork exists within the organization					
7	Management provides good leadership and direction for employees					
8	Employees are given the opportunity to develop new skills					
9	The organization promotes career development of employees					
10	Employees are adequately rewarded for their work.					
STAKEHOLDERS SATISFACTION INDICATORS		1	2	3	4	5
1	The organization values donors as well as beneficiaries					
2	Vendors/suppliers are satisfied with organization's performance					
3	Donors are satisfied with our organization's performance					
4	The organization enjoys a good reputation with stakeholders such as government and partners and communities					
5	Organization promptly resolves any stakeholder's complaints.					
FINANCIAL PERFORMANCE INDICATORS		1	2	3	4	5
1	Over the past few years, the organization has shown steady, measurable cost reduction.					
2	Over the past few years, the organization has shown steady improvement of quality					
3	The organization has seen an increase in donor funding					
4	The organization currently has audited financial reports					
5	The organization has seen an increase in profits/surplus/reserve (if applicable)					
6	The organization is able to achieve objectives within their budgets					
OPERATIONAL PERFORMANCE INDICATORS		1	2	3	4	5
1	The organization has clearly documented procedures					
2	Employees are clear about the values and practices required for the organization to be successful					
3	The organization has implemented new innovations in the past 6 months					
4	The organization learns from past experiences so that mistakes are not repeated					
5	The organization is effective at reducing inefficiency throughout the organization					
OTHER ORGANIZATION PERFORMANCE INDICATORS		1	2	3	4	5
1	The organization's structure helps different departments/regions to work together effectively					
2	The organization adapts well to changes in the internal environment					
3	The organization adapts well to changes in the external environment					
4	The organization has received recognition from donors or stakeholders					
5	The number of donors has increased					
6	The organization has won new projects					

7	The organization has embraced benchmarking and adopting best practices from other international organizations					
8	The organization has documented tangible project outcomes and impact					