

**EVALUATION OF FACTORS AFFECTING THE IMPLEMENTATION OF  
TOTAL QUALITY MANAGEMENT IN UGANDA  
THE CASE OF CIVIL AVIATION AUTHORITY**

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## **ABSTRACT**

The study set out to investigate the factors affecting total quality management in Uganda using Civil Aviation Authority as a case study. It was guided by three objectives namely; to identify the TQM activities in CAA; to establish the effectiveness of TQM activities in CAA and to develop strategies for adopting and implementing TQM activities in CAA. The study used a cross-sectional design to gather the required data. It targeted employees of CAA across all directorates with their respective departments. Using questionnaires, an interview guide and documentary review, quantitative data was gathered and analysed using SPSS. Qualitative data, on the other hand, was analyzed using thematic content analysis approach.

Findings indicated that the TQM activities that CAA is and has been implementing over time included; making the staff understand the company's mission and business objectives, endeavouring to involve members of staff in TQM activities among others. However, on the effectiveness of these TQM activities, it was established that CAA has failed in its efforts to implement most of the activities. Importantly, CAA has failed to ensure that its employees understand the company's mission and business objectives, it does not involve its staff in TQM implementation, there is limited leadership support and involvement in the implementation of TQM activities. Finally, the study established that through the implementation of TQM activities, a number of achievements have been realized amidst many challenges. These include, customer satisfaction and reduction in the number of customer complaints.

The study concluded that TQM activities in CAA are quite many but their implementation remains low. Further, TQM activities in CAA have not realized their objectives and goals, that is ensuring quality standards in the organization. Although a few achievements have been realized as a result of TQM implementation in CAA, they are overshadowed by the many challenges in the implementation process.

It is therefore recommended that CAA management should build organization commitment to quality. For effective implementation of TQM, CAA should frequently conduct quality reviews, follow-ups and quality audits so as to determine whether quality objectives and related results comply with the planned arrangements so as to determine the effectiveness of the implemented TQM system.