



# **Total quality management and performance of petroleum companies in Uganda: a case of Hass Petroleum (U) Limited**

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**Keywords:** *Total Quality Management, Performance*

## **Introduction**

The study was about total quality management and performance of petroleum companies in Uganda; a case of Hass Petroleum (U) Limited (HPUL).

## **Study objectives**

1. To examine the relationship between top management commitment and overall performance at HPUL,
2. to assess the relationship between continuous improvement and customer satisfaction at HPUL,
3. to examine the relationship between employee involvement and market share at HPUL.

## **Methodology**

The study utilized a case study research design that involved both quantitative and qualitative methods of data

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collection. Data were collected using self-administered questionnaires and interviews from 162 respondents.

### **Key findings**

The study indicated that there is a strong positive relationship between top management commitment and overall performance, which accounts for about 79.8% of the variation in overall performance. The results also indicated that there is a strong significant relationship between continuous improvement and customer satisfaction, accounting for about 87.9% of the variation in customer satisfaction. The findings further indicated that there is a significant relationship between employee involvement and market share, which explains about 88.9% of the variation in market share.

### **Key recommendations**

The study recommends that Hass Petroleum (U) Limited should invest in process improvement to reduce the costs associated with delays and defects. Continuous professional development should be integrated across all the departments to guarantee better customer satisfaction.

### **Key references**

Harter, T.Y., Schmidt, K., & Hayes, (2002). The TQM paradox: relations among TQM practices, plant performance, and customer satisfaction. *Journal of Operations Management* 17 (1), 59-75.