

**TOTAL QUALITY MANAGEMENT AS A STRATEGY FOR QUALITY  
SERVICE DELIVERY: A CASE STUDY OF KADA CINEMA.**

**BY**

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**JULY, 2021.**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF  
THEATRE ARTS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF BACHELOR OF ARTS DEGREE IN THEATRE  
ARTS, UNIVERSITY OF BENIN.**

**JULY, 2021.**

**DECLARATION**

I, **OMOAKA, MOSES DAVID** declare that, this project is based on study undertaken by me in the Department of Theatre Arts under the supervision of Dr. Akpughe, O. Praise.

All ideas and views are products of my personal research and where the views of others have been used and expressed, they are duly acknowledged.

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**OMOAKA, MOSES DAVID**

## **CERTIFICATION**

This is to certify that this project was done by **OMOAKA, MOSES DAVID** under my supervision in partial fulfillment for the award of Bachelors of Arts Degree in the Department of Theatre Arts, University of Benin.

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**DR. AKPUGHE. O. PRAISE**  
*(Project Supervisor)*

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**DATE**

## **DEDICATION**

I dedicate this project to God Almighty who made this dream possible. To my beloved parents, Mr. and Mrs. Omoaka for their immense support in my life. “May God Almighty bless you all.”

## **ACKNOWLEDGEMENTS**

To God Almighty who gives me life, strength, peace, and understanding throughout my four years in the University I appreciate you my father in heaven. I am indeed grateful to you for your mercy all the way.

I sincerely convey my deep appreciation to my supervisor Dr. Akpughe, O. Praise who despite his tight schedule in the office, made out time to read and correct

my manuscript. His contributions will always be an imprint in my mind, “thank you sir”.

I owe my deep gratitude to my parents and siblings, Mr. and Mrs. Omoaka and my Siblings Zion and Ruth for their words of inspiration and financial support, “may God bless and keep you for me.”

I extend my sincere appreciation to my friends who supported and cared for me throughout the journey of four years in school; Eric, Joseph, Michael and Miracle“ I pray that God grants all our good heart desires.”

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## ABSTRACT

*Management is essential for organized life and necessary to run all types of management. Good management is the backbone of successful organizations. In order to make a business viable it has to be built upon a certain set of values which will promote the business, assure customers that it's the right choice and attract new customers while retaining the existing ones. Quality is one of the most important aspects of a business or a product as it could be associated with many factors such as reliability, delivery, usability, and an acceptable price. Total quality management TQM is a set of management practices throughout the organization geared to ensure the organization consistently meets or exceed customer requirements. Based on Deming's and Duran's ideas described in "Total Quality Management text with cases" for how organizations could achieve success we can conclude that key to successful quality management passes through constantly striving for improvement, changing the classic mind-set of applying out of date quality check measures everybody else does, modernizing the methods, and providing effective training for the staff. This paper provided a general understanding of Total Quality Management, a concept that is aimed at ensuring quality with continuous improvement. It will show the important aspects of TQM, challenges in applying TQM and important factors that affect success. It would include general knowledge, assumptions and researchers' own interpretations. It should give the reader a general overview of total quality management and its main points which will provide a base for deeper learning.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to Study**

In order to make a business viable it has to be built upon a certain set of values which will promote the business, assure customers that it's the right choice and attract new customers while retaining the existing ones. Quality is one of the most important aspects of a business or a product as it could be associated with many factors such reliability, delivery, usability, and an acceptable price. Quality can have different meanings for different customers as it could also reflect many different facts in one term. A reputation for quality is an invaluable asset for a company and it takes time to build it however it can be ruined pretty easily. Quality is simply meeting the customer requirements.

Management is essential for organized life and necessary to run all types of management. Good management is the backbone of successful organizations. According to F.W. Taylor, 'Management is an art of knowing what to do, when to do

and see that it is done in the best and cheapest way'. According to Harold Koontz, 'Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals.

Total quality management TQM is a set of management practices throughout the organization geared to ensure the organization consistently meets or exceed customer requirements. Based on Deming's and Duran's ideas described in "Total Quality Management text with cases" for how organizations could achieve success we can conclude that key to successful quality management passes through constantly striving for improvement, changing the classic mind-set of applying out of date quality check measures everybody else does, modernizing the methods, and providing effective training for the staff.

This study is aimed at providing a general understanding of Total Quality Management, a concept that is aimed at ensuring quality with continuous improvement. It will show the important aspects of TQM, challenges in applying

TQM and important factors that affect success. It would include general knowledge, assumptions and researchers' own interpretations. It should give the reader a general overview of total quality management and its main points which will provide a base for deeper learning.

## **1.2 Statement of Problem**

Various organisation's, firms, companies are faced with the challenge of appreciation and patronage of their products and service in the public, compared to what is being produce, acceptance and patronage is quite low. Though there is the issue of competition which is very paramount for every business to thrive and succeed in its own sphere. Management strategies and principles have changed over time to fit with the constraint of the period. There have been doubt about the various management strategies adopted by organisations to meet the need of quality service delivery.

Therefore this study is aimed at addressing the application of total quality management as a strategy in ensuring better service delivery and therefore increase acceptability and patronage. This is essentially built on the fact that the organisation's management procedures and techniques are paramount for its success in service delivery and would therefore require appropriate application of the best management strategies for production output.

### **1.3 Aims/Objectives of Study**

The aim of this research is to carry an in depth study on the application of total quality management in order to boost organisation's productivity, specifically regarding customer service delivery. The research also aims at establishing how the total quality management (TQM) can be applied in different areas of an organization. To achieve this, the study appraises total quality management (TQM) as applied to effective service delivery specifically in Kada cinema. It identifies the problems of managing these organisations with emphasis on the efficient service delivery.

#### **1.4 Scope/Limitations of Study**

The study is clearly limited to the application of total quality management strategies to improving customer service delivery. The work will concern its self with 'Kada Cinemas'; a popular entertainment hub in the Benin city environ.

#### **1.5 Value/Significance of Study**

Every organization needs a good face as well as they need excellent patronage. So also does the customer need excellent customer service delivery. Therefore this study will provide probable distinctions on which such can be achieved. Researchers will find this research beneficial as it will be a significant contribution to the body of existing knowledge in theatre productions most especially for individuals who are into management of various organisations

## **1.6 Methodology**

The materials for this discourse shall be sourced from primary and secondary sources. Primary sources would be the adequate consultation of relevant published texts that will provide relevant information on this research, these include; books journals, pictures etc. secondary sources include; observations derived from questionnaire distributed to personnel in Kada Cinemas.

## **1.7 Definition of Terms**

- Total: entire, relating to the whole number or amount of something. Used as an intensifier complete; absolute.
- Quality: a property or an attribute that differentiates a thing or person. Being of good worth, well made, fit for purpose. The standard of something as measured against other things of a similar kind; the degree of excellence of something. A distinctive attribute or characteristics possessed by someone or something.

- Management: the process or practice of managing. The executives of organisation especially senior executives. Judicious use of means to accomplish an end. Also the process of dealing with or controlling things or people.
- Strategy: a plan of action intended to accomplish a specific goal. The art of using similar techniques in business.
- Service: action or work that is produced, then traded, bought or sold. Then finally consumed. A system of supplying a public need such as communications, transport, or utilities.
- Delivery: the act or manner of conveying something.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews interrelated literature on the concepts of management and total quality management. The chapter begins with a discussion of the definition of management and the concept of total quality management as well as its functions.

#### **2.2 Definition of Management**

The word “management” is derived from the verb, manage, which means, to control, to deal with or guide, to run or man something. Thus, management means the act of managing. Light defines managing as: “the process of planning, organizing, directing, coordinating and controlling men, materials, machines and money so as to ensure the optimum achievement of objectives.” From this stand point, we can say that management involves the effective carrying out of operations, designed to accomplish the aims and objectives of a business set-up.

Management (or managing) is the administration of an organization, whether it is a business, a not-for-profit organization, or government body. Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources. The term "management" may also refer to those people who manage an organization.

Management is the art, or science of achieving goals through people. Since managers also supervise, management can be interpreted to mean literally “looking over”, i.e. making sure people do what they are supposed to do. Managers are, therefore expected to ensure greater productivity or continuous improvement. More broadly, management is the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims (Koontz and Weihrich 1990, p.4). In its expanded form, this basic definition means several things. First as managers, people carry out the managerial functions of

planning, organizing, staffing, leading and controlling. Secondly management applies to any kind of organization. Third, management applies to managers at all organizational levels. Fourth, the aim of all managers is the same to create more. Finally, managing is concerned with productivity-this implies effectiveness and efficiency.

Thus management refers to the development of bureaucracy that derives its importance from the need for strategic planning, co-ordination, directing and controlling of large and complex decision making process. Essentially, management entails the acquisition of managerial competence and effectiveness in the following key areas; problem solving, administration, human resource management, and organizational leadership.

### **Function's of Management**

According to Fayol, management operates through five basic functions: planning, organizing, coordinating, commanding, and controlling. This is to enable such an individual to be guided so that he/she can work accordingly. To Hall, the

functions of management are forecasting, planning, control, motivation, and coordination. To Appleby, the elements of management are planning, organization, direction, and control. Nwachukwu also supports this position when he sees planning, organizing, directing, and control as the functions of management. However, in this research, we shall look at planning, organizing, directing, control, and coordination, as the basic principles that guide the practice of theatre management. It is in the light of this that we shall briefly examine each of the principles.

### **Planning**

It is the basic function of management. It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals. According to KOONTZ, "Planning is deciding in advance - what to do, when to do & how to do. It bridges the gap from where we are & where we want to be". A plan is a future course of actions. It is an exercise in problem solving & decision making. Planning is determination of courses of action to achieve desired goals. Thus, planning is a systematic thinking about ways &

means for accomplishment of pre-determined goals. Planning is necessary to ensure proper utilization of human & non-human resources. It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastages etc.

## **Organizing**

It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals. According to Henry Fayol, “To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel’s”. To organize a business involves determining & providing human and non-human resources to the organizational structure. Organizing as a process involves:

Identification of activities.

Classification of grouping of activities.

Assignment of duties.

Delegation of authority and creation of responsibility.

Coordinating authority and responsibility relationships.

## **Staffing**

It is the function of manning the organization structure and keeping it manned. Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behavior etc. The main purpose of staffing is to put right man on right job i.e. square pegs in square holes and round pegs in round holes. According to Kootz & O'Donell, "Managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure". Staffing involves:

Manpower Planning (estimating man power in terms of searching, choose the person and giving the right place).

Recruitment, Selection & Placement.

Training & Development.

Remuneration.

Performance Appraisal.

Promotions & Transfer.

### **Directing**

It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work. Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals. Direction has following elements:

Supervision

Motivation

Leadership

## Communication

**Supervision-** implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.

**Motivation-** means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.

**Leadership-** may be defined as a process by which manager guides and influences the work of subordinates in desired direction.

**Communications-** is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.

## Controlling

It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformities with the

standards. An efficient system of control helps to predict deviations before they actually occur. According to Theo Haimann, “Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation”. According to Koontz & O’Donell “Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished”. Therefore controlling has following steps:

Establishment of standard performance.

Measurement of actual performance.

Comparison of actual performance with the standards and finding out deviation if any.

Corrective action.

It is very paramount to understand that management first is about solving problems that keep emerging all the time in the course of an organization struggling to achieve its goals and objectives. Problem solving should be attended by problem

identification, analysis, and the implementation of remedies to managerial problems. Then administration involves following laid down procedures for the execution, control, communication, delegation, and crisis management. Furthermore, human resource management should be based on strategic integration of human resource, assessment of workers, and exchange of ideas between shareholders and workers. Finally, organizational leadership should be developed along lines of interpersonal relationship, teamwork, self-motivation, personal integrity, and general management skills.

### **2.3 Concept of total quality management (TQM)**

Total quality management (TQM) consists of organization-wide efforts to install and make a permanent climate in which an organization continuously improves its ability to deliver high-quality products and services to customers. While there is no widely agreed-upon approach, TQM efforts typically draw heavily on the previously developed tools and techniques of quality control. TQM enjoyed

widespread attention during the late 1980s and early 1990s. There is no widespread agreement as to what TQM is and what actions it requires of organizations.

Quality is defined by customers' requirements."

"Top management has direct responsibility for quality improvement."

"Increased quality comes from systematic analysis and improvement of work processes."

"Quality improvement is a continuous effort and conducted throughout the organization."

While there is no generally accepted definition of TQM, several notable organizations have attempted to define it.

United States Department of Defence (1988) says "Total Quality Management (TQM) in the Department of Defence is a strategy for continuously improving performance at every level, and in all areas of responsibility. It combines fundamental management techniques, existing improvement efforts, and specialized technical tools under a disciplined structure focused on continuously improving all

processes. Improved performance is directed at satisfying such broad goals as cost, quality, schedule, and mission need and suitability. Increasing user satisfaction is the overriding objective. The TQM effort builds on the pioneering work of Dr. W. E. Deming, Dr. J. M. Juran, and others, and benefits from both private and public sector experience with continuous process improvement.

The American Society for Quality defines it as a term first used to describe a management approach to quality improvement. Since then, TQM has taken on many meanings. Simply put, it is a management approach to long-term success through customer satisfaction. TQM is based on all members of an organization participating in improving processes, products, services and the culture in which they work.

Total quality management (TQM) is the idea that controlling quality is not something that is left exclusively to the “quality controller”, a person who stands at the end of a production line checking final output. It is (or it should be) something that permeates an organisation from the moment its raw materials arrive to the moment its finished products leave.

TQM is a process-oriented system built on the belief that quality is a matter of conforming to a customer's requirements. These requirements can be measured, and deviations from them can then be prevented by means of process improvements or redesigns.

The European Foundation for Quality Management (EFQM) said that TQM strategies are characterized by the following:

- The excellence of all managerial, operational and administrative processes.
- A culture of continuous improvement in all aspects of the business.
- An understanding that quality improvement results in cost advantages and better profit potential.
- The creation of more intensive relationships with customers and suppliers.
- The involvement of all personnel.
- Market-oriented organizational practices.

Total quality management was developed by a number of Japanese firms in the 1950s and 1960s. But it was built largely on the teachings of W. Edwards

Deming and Joseph Juran, two Americans who had quietly developed the principles in the aftermath of the Second World War. With the help of books and articles such as David Garvin's 1983 description in Harvard Business Review of the way in which TQM and other techniques were putting Japanese companies streets ahead of their foreign competitors, the idea was later reclaimed by the United States and widely adopted by American business.

Europe, which has at times looked left out of this game of American-Japanese ping-pong, has also made occasional claims to be the fount of total quality. Raymond Levy, chairman of Renault, a French car company, said in the early 1990s: Quality is representative of a culture which we Europeans have no reason to let others monopolies. The Europe of Descartes; the Europe of the Age of Reason and the Enlightenment; the Europe of the industrial and technological revolution of the last two centuries holds within itself all the elements of method and exactitude conveyed by the term “total quality”.

In the late 1990s there was something of a backlash against the implications of TQM, especially in the United States. Florida Power & Light, for example, the first American company to win the prestigious Deming Prize for quality management, cut its TQM programme because of its employees' complaints about the excessive amount of paperwork that it required. Douglas Aircraft, a subsidiary of McDonnell Douglas, cut its programme to next to nothing. Newsweek colourfully described the aircraft company's action: "At Douglas, TQM appeared to be just one more hothouse Japanese flower never meant to grow on rocky American ground."

#### **2.4 Elements of Total Quality Management**

To be successful in implementing TQM, an organization must concentrate on the eight key elements: Ethics, Integrity, Trust, Training, Teamwork, Leadership, Recognition, Communication.

TQM has been coined to describe a philosophy that makes quality the driving force behind leadership, design, planning, and improvement initiatives. For this,

TQM requires the help of those eight key elements. These elements can be divided into four groups according to their function. The groups are:

- I. Foundation – It includes: Ethics, Integrity and Trust.
- II. Building Bricks – It includes: Training, Teamwork and Leadership.
- III. Binding Mortar – It includes: Communication.
- IV. Roof – It includes: Recognition.

## **I. Foundation**

TQM is built on a foundation of ethics, integrity and trust. It fosters openness, fairness and sincerity and allows involvement by everyone. This is the key to unlocking the ultimate potential of TQM. These three elements move together, however, each element offers something different to the TQM concept.

**1. Ethics** – Ethics is the discipline concerned with good and bad in any situation. It is a two-faceted subject represented by organizational and individual ethics. Organizational ethics establish a business code of ethics that outlines guidelines that

all employees are to adhere to in the performance of their work. Individual ethics include personal rights or wrongs.

**2. Integrity** – Integrity implies honesty, morals, values, fairness, and adherence to the facts and sincerity. The characteristic is what customers (internal or external) expect and deserve to receive. People see the opposite of integrity as duplicity. TQM will not work in an atmosphere of duplicity.

**3. Trust** – Trust is a by-product of integrity and ethical conduct. Without trust, the framework of TQM cannot be built. Trust fosters full participation of all members. It allows empowerment that encourages pride ownership and it encourages commitment. It allows decision making at appropriate levels in the organization, fosters individual risk-taking for continuous improvement and helps to ensure that measurements focus on improvement of process and are not used to contend people. Trust is essential to ensure customer satisfaction. So, trust builds the cooperative environment essential for TQM.

## **II. Bricks**

Basing on the strong foundation of trust, ethics and integrity, bricks are placed to reach the roof of recognition. It includes:

**4. Training** – Training is very important for employees to be highly productive. Supervisors are solely responsible for implementing TQM within their departments, and teaching their employees the philosophies of TQM. Training that employees require are interpersonal skills, the ability to function within teams, problem solving, decision making, job management performance analysis and improvement, business economics and technical skills. During the creation and formation of TQM, employees are trained so that they can become effective employees for the company.

**5. Teamwork** – To become successful in business, teamwork is also a key element of TQM. With the use of teams, the business will receive quicker and better solutions to problems. Teams also provide more permanent improvements in processes and operations. In teams, people feel more comfortable bringing up problems that may occur, and can get help from other workers to find a solution and put into place. There are mainly three types of teams that TQM organizations adopt:

- A. **Quality improvement teams or excellence teams (QITs)** – These are temporary teams with the purpose of dealing with specific problems that often recur. These teams are set up for period of three to twelve months.
- B. **Problem solving teams (PSTs)** – These are temporary teams to solve certain problems and also to identify and overcome causes of problems. They generally last from one week to three months.
- C. **Natural work teams (NWTs)** – These teams consist of small groups of skilled workers who share tasks and responsibilities. These teams use concepts such as employee involvement teams, self-managing teams and quality circles. These teams generally work for one to two hours a week.

**6. Leadership** – It is possibly the most important element in TQM. It appears everywhere in organization. Leadership in TQM requires the manager to provide an inspiring vision, make strategic directions that are understood by all and to instill values that guide subordinates. For TQM to be successful in the business, the supervisor must be committed in leading his employees. A supervisor must

understand TQM, believe in it and then demonstrate their belief and commitment through their daily practices of TQM. The supervisor makes sure that strategies, philosophies, values and goals are transmitted down through out the organization to provide focus, clarity and direction. A key point is that TQM has to be introduced and led by top management. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company and in creating and deploying well defined systems, methods and performance measures for achieving those goals.

### **III. Binding Mortar**

**7. Communication** – It binds everything together. Starting from foundation to roof of the TQM house, everything is bound by strong mortar of communication. It acts as a vital link between all elements of TQM. Communication means a common understanding of ideas between the sender and the receiver. The success of TQM demands communication with and among all the organization members, suppliers and customers. Supervisors must keep open airways where employees can send and

receive information about the TQM process. Communication coupled with the sharing of correct information is vital. For communication to be credible the message must be clear and receiver must interpret in the way the sender intended.

There are different ways of communication such as:

- A. Downward communication** – This is the dominant form of communication in an organization. Presentations and discussions basically do it. By this the supervisors are able to make the employees clear about TQM.
- B. Upward communication** – By this the lower level of employees are able to provide suggestions to upper management of the affects of TQM. As employees provide insight and constructive criticism, supervisors must listen effectively to correct the situation that comes about through the use of TQM. This forms a level of trust between supervisors and employees. This is also similar to empowering communication, where supervisors keep open ears and listen to others.

**C. Sideways communication** – This type of communication is important because it breaks down barriers between departments. It also allows dealing with customers and suppliers in a more professional manner.

#### **IV. Roof**

**8. Recognition** – Recognition is the last and final element in the entire system. It should be provided for both suggestions and achievements for teams as well as individuals. Employees strive to receive recognition for themselves and their teams. Detecting and recognizing contributors is the most important job of a supervisor. As people are recognized, there can be huge changes in self-esteem, productivity, quality and the amount of effort exerted to the task at hand. Recognition comes in its best form when it is immediately following an action that an employee has performed. Recognition comes in different ways, places and time such as,  
Ways – It can be by way of personal letter from top management. Also by award banquets, plaques, trophies etc.

**Places** – Good performers can be recognized in front of departments, on performance boards and also in front of top management.

**Time** – Recognition can given at any time like in staff meeting, annual award banquets, etc.

We can conclude that these eight elements are key in ensuring the success of TQM in an organization and that the supervisor is a huge part in developing these elements in the work place. Without these elements, the business entities cannot be successful TQM implementers. It is very clear from the above discussion that TQM without involving integrity, ethics and trust would be a great remiss, in fact it would be incomplete. Training is the key by which the organization creates a TQM environment. Leadership and teamwork go hand in hand. Lack of communication between departments, supervisors and employees create a burden on the whole TQM process. Last but not the least, recognition should be given to people who contributed to the overall completed task. Hence, lead by example, train employees

to provide a quality product, create an environment where there is no fear to share knowledge, and give credit where credit is due.

## **2.5 Principles of Total Quality Management**

Total Quality Management has a number of basic principles which are enumerated below:

### **Focus on Customer**

When using total quality management it is of crucial importance to remember that only customers determine the level of quality. Whatever efforts are made with respect to training employees or improving processes, only customers determine, for example through evaluation or satisfaction measurement, whether your efforts have contributed to the continuous improvement of product quality and services.

### **Employee Involvement**

Employees are an organization's internal customers. Employee involvement in the development of products or services of an organization largely determines the quality of these products or services. Ensure that you have created a culture in which employees feel they are involved with the organization and its products and services.

### **Process centred**

Process thinking and process handling are a fundamental part of total quality management. Processes are the guiding principle and people support these processes based on basis objectives that are linked to the mission, vision and strategy.

### **Integrated system**

Following principle Process centred, it is important to have an integrated organization system that can be modelled for example ISO 9000 or a company quality system for the understanding and handling of the quality of the products or services of an organization.

### **Strategic and systematic approach**

A strategic plan must embrace the integration and quality development and the development or services of an organization.

### **Decision-making based on facts**

Decision-making within the organization must only be based on facts and not on opinions (emotions and personal interests). Data should support this decision-making process.

### **Communication**

A communication strategy must be formulated in such a way that it is in line with the mission, vision and objectives of the organization. This strategy comprises the stakeholders, the level within the organization, the communications channels, the measurability of effectiveness, timeliness, etc.

### **Continuous improvement**

By using the right measuring tools and innovative and creative thinking, continuous improvement proposals will be initiated and implemented so that the organization can develop into a higher level of quality.

## **2.6 The Functions of Total Quality Management**

Total Quality Management (TQM) is a function to develop quality and performance which resolve surpass consumer expectations. It can accomplished by integrate the quality associated functions and processes through the organization. TQM looks at the particular quality measures apply by organization as well as managing quality development and design, maintenance and quality control, quality assurance and quality improvement. Furthermore, TQM takes account into all quality measures that taken at all stages and concerning all organization employees. Besides that, Total Quality Management (TQM) plans in an effort to maintain competitiveness in categorize to attain consumer satisfaction in the increasing of competition around the world. TQM is an integrative idea of administration for

incessantly civilizing the quality of progression and products. TQM is the purpose on the basis that the quality of the products and processes is the dependability of everybody who is concerned with the conception or utilization of the services and products that offered by the organization. Moreover, TQM capitalizes on the contribution of administration, suppliers, workforce, and even consumers to achieve the customer expectations.

Total Quality Management also is a planned structure for managing the quality of possessions of an organization to assure its internal and external of consumers and suppliers. Its core objective is constant customer satisfaction throughout permanent development, which is specialist by systematic methods for infiltrate achievement, problem solving, and provisions of better results. We will now further analyse a few Steps to TQM in other to help us understand the workings of TQM in an organisation.

## **1 Pursue new strategic thinking**

Strategic thinking is a very important tool in business. It poses to find the right source of an issue and make the suitable corrections. In business, a lot of people only analyze the indication of certain circumstances. The objective of the strategic thinking is to separate the variables and identify with that core of the problem. When it's completed, the manager will be capable to decide the cause into the different motivation on the circumstances. Moreover, the organizations are willing to give more money for the persons that have knowledge in this field. The organization performed an analysis on what businesses appear for workers. At the first, they need to have a clear objective on where they want the business to finish. Second, they need thoroughly to understand of where they presently position in the market. Lastly, they need to categorize prospective threats and adjust that will arise in the future. For example, when organizations change their focus from an operational quality value discipline to a consumer confidence value discipline, they have been doing strategic thinking about the shifting opportunities in the strength of qualified, the market place,

and the susceptible circumstances have to depend ahead constant projection of goods variety margins in unstable business environment.

## **2 Know your customers**

Each of the business has to know why their customers want to buy product from them and not the competitors. Though good product and service is the easy precision is that no one will buy if customers don't want it or consider they don't want it. The customer won't influence anybody that want or need to purchase what they're offering except they obviously realize what their customer really wants. Furthermore, significant and considerate customer needs is very important to have a successful business, whether trade directly to personals or other businesses. Moreover, they know more about their customers, the more successful sales and marketplace will be efforts.

### **3 Set true customers requirements**

Customers requirement is the client might have simply the vaguest plan of what the requirement should look like previous to concrete accomplishment and the employ of that product. The customer essentially may be representing different roles, frequent customers, and yet the same customer may have special perceptions on their position in the progression. For example, the customer employing a new product has special type of needs while they become experienced of the users of that product. They need to search out about the subsistence of different perspectives, and then what is the value for each product, and finally combine them together into the suitable photograph. Value of customer appears from rewarding the customer's business supplies deliverable what is that to solve the customer's dilemma, take an opportunity, or meet their actual competitors.

### **4 Reduce chronic waste**

The organization could improve the quality of process outputs by used the six sigma to remove and identify the reason of defects (errors) and reducing the

variability in industrialized and company processes. They use a set of quality management function, including geometric methods, and make a better infrastructure for people within each of the business.

### **5 Pursue a continuous improvement strategy**

For organization that they want to improve their competitiveness, service department have to imbed structures that will ensure frequent quality and production development. According to that structure, they must be accomplished of providing personal contributor with the probability to meet up and then improve on the challenger. A philosophy of incessant development enables a service of department to develop "a method oriented way of developing and thinking strategies that comfort incessant improvement concerning people at the level of the managerial hierarchy" (Imai 1986). Besides that, that system involves a new organizational culture that consider as revolutionize, rather than standard and the stability.

## **6 Use structured methodology for process improvement**

The structured methodology of process improvement has three phases, there is process characterization, process observation, and process optimization. The process of characterization can define as relations of geometric and arithmetical functions that relay each of the quality of the product characteristic back to a process variable. Furthermore, the substitutes for process characterization are reaction surface forms, mechanistic forms, and deterioration forms to decrease the sort of preference. With the appropriate protection, the use of deterioration forms on time indicator product and progression information could be functional at the first stages of progression development. Moreover, the process observation is important in this process improvement because it's controlling the substitutes in phases 2 and 3 to process that optimize and differentiate the real production progression, but not laboratory research. At the same time, the process optimization develops the relations of purpose industrial in process characterization in several varieties of optimization methods.

## **7 Reduce variation**

The variation is the differentiation between the actual or ideal. Ideal stands for a set of perfection that can attempt but it never achieve also, and its information that create continuous development achievable. By reducing variation is the solution way for quality. General reason variation corresponds to effects from a process descend within a sort that would be measured as normal. Theoretically, a power chart is used to establish while an effect is due to unusual source. At the same time, eradicating or reducing common because variation involves a fundamental and stable change.

## **8 Use a balanced approach**

The balanced approach would be improved the margin and value with consumers and customers. For instance, a balanced approach in particular refers to a process of coaching literacy that come together with phonics and whole language approaches. For the whole of language approach recommended that learn to understand approach obviously at a top level of experience to quality text, while the

phonetic approach advised that learn to comprehend involves a better transaction of detailed tutoring. Besides that, the balanced approach persuades a lecturer to offered particular reading information depend on their education course to each of their student. Therefore, by using the balanced approach in a basic classroom also can build more work to do, but the outcome would be quite importance to the effort.

### **9 Apply to all functions**

All functions and all employees have to contribute in the improvement process and organizations needed also quality systems and quality culture because they want to achieved a successful implementation in quality processes. Besides that, capabilities are needed in conditions of maturity and skill in last step. Skills without maturity cannot maintain the impediments. Therefore, the worker in the quality groups is necessary to be extremely capable and mature in expressions of understanding quality. By this way, then only they can arrange the plan, perform the plan, and others people will follow the arrangement.

Finally A high-quality quantity of achievement can be developing throughout Total Quality Management. Total Quality Management is a top quality management and it also well-known as customer satisfaction. Besides that, it offers a high profit on investments throughout improving the effectiveness and customer satisfaction. TQM could be success throughout the business and organization, furthermore the people should be contribute in progression quantity and controls, products, improving developments, services and the ethnicity in which they employment as a continuous upgrading. TQM is also focusing all purpose and stage of an organization on continuous upgrading and quality. The foremost focus of TQM is about conference or surpasses customer requirements.

Besides that, TQM would focus evidently on the needs and wants of the marketplace. Quality control of the traditional approach focuses on the technological information of a product to satisfy the consumers. The consumer is longs for unusual satisfaction perspectives which normally disregarded in traditional approach. However, the needs and wants change from place to place and also person to person.

As TQM focuses on the concept of academy, it seeks to conceptual the satisfaction observation of the marketplace and hence helps the business to classify and meet up the necessities of the market into superior way.

Furthermore, TQM would be also help to aspire for a top value of performer in each area of activity. Some more, it is a great traditional truth that the negative manner of workers and non-participative society of the business pretence the greatest impediment to organization's prosperity, achievement, and growth. TQM is significance on carrying out intellectual and attitudinal change during the promotion of participative work ethnicity and successful teamwork. This supply is to persuade the higher human needs of self-development and acknowledgment and enhances employee's interest in their job. The employee's performance is not controlled to the product or service part but reveals in other area as well as possible.

At the same time, TQM is a great method for acknowledging and communicating to have a good work. Improper procedures and insufficient communication cause a lot of difference organizations, which they have problem in

confusion, misunderstanding, low production, repetition of efforts, poor value, and low morale and so on. TQM might be brings out with a range of correlated departments, fragment, and different levels of administration whereby providing a successful automobile of communication and dealings.

In addition, strategic thinning is the expectations for business. By this way, the businesses are going to shift away to give the administrator had a manual to follow. Executives are preparatory to be expecting a superior level of productivity from middle level of department. There are many difference of information on the internet regarding how to be more professional and also the instruction programs that can direct on the mission to have a more creative workplace.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design and methodology employed in gathering the relevant data. It explains the methods, and techniques adopted in the study with the aim of gathering relevant information required.

It covers the research design, study population, sample size, sampling technique, research instrument, data collection, and data analysis technique.

#### **3.2 Research Design**

This research design adopted for this study is the survey research design method. The choice is owing to the fact that the survey technique is a method of collecting and analyzing social data via highly structured and often very detailed questionnaire or interview in order to obtain information from a large number of respondents. This is proposed in order to examine how Total Quality Management (TQM) can be applied in Kada Cinema and also to find out whether the application

of Total Quality Management would bring about continuous improvement in the services of Kada Cinema.

Hence, the study is exploratory and employs the descriptive survey design.

### **3.3 Population of the Study**

For the purpose of this research, the population of this study comprised of a number of management personnel, regular staff and some customers of Kada Cinema, Benin City, Edo State.

### **3.4 Sample Size and Sampling Technique**

For the purpose of this study a sample size of 50 respondents was used including staff and customers of Kada Cinema. Stratified random sampling technique was used in selecting the population of this study.

### **3.5 Method of Data Collection**

This study utilized secondary and primary data. The secondary data was obtained through textbooks, journals, newspapers, internet materials and other relevant documents. The primary data for this study was collected through

questionnaire that was presented to staff and customers of Kada Cinema. Data was collected through the self-administered questionnaires. Data was collected on a firsthand information basis from respondents. The questions included in the questionnaire are directly related to the research questions and objectives of the study. The researcher distributed questionnaire to first management personnel then random staff members and customers at Kada Cinema

### **3.6 Research Instrumentation**

The main research instrument used for the collection of data for this study is the questionnaire. In order to collect data for this study the researcher designed a fifteen (15) item questionnaire. The questionnaire is made up of closed ended questions.

Also verbal communication was employed as a complementary instrument of data collection. The close ended question allows for a patterned response.

### 3.7 Method of Data Analysis

For the purpose of analysis of data, the researcher used simple percentage to analyze the data collected. The formular for simple percentage is clearly presented below;

$$= \frac{F}{N} \times 100 \qquad \frac{\text{Actual response}}{\text{Total response}} \times 100$$

As tables presenting variables

Aghayere (2007) defined data analysis as “a process of identifying the nature of events, identifying component parts and how these relates to each other and assigning meaning to the research finding.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.1 Data Presentation and Analysis**

In this chapter, research data generated from responses to the questionnaire are presented, analyzed and discussed. The tables below carries the frequency distribution of respondents which constitute the research universe. As a result of strict monitoring and guidance, the fifty (50) questionnaires distributed were properly attempted and returned to the researcher. In other words, fifty questionnaire representing hundred percent (100%) are used for the purpose of data computation.

## 4.2 Findings on Demographic Information

### 4.2.1 Respondent Gender

**Table 4.1: what is your gender?**

<b>Sex Presentation</b>	<b>Frequency</b>	<b>Percentage</b>
Female	20	40
Male	30	60
Total	50	100

**Source:** Field Work, 2021

Table 4.1 shows that out of fifty (50) respondents used for this study 20 were females which makes up 40% of total respondents. The males were 30 which constitutes 60% of the total respondents. This means that the male respondents constitute the larger percentage of the research universe.

#### 4.2.2 Age Distribution

**Table 4.2: what is your age bracket?**

Age (Years)	Frequency	Percentage
18 – 25	20	40
26 – 35	15	25
36 – 45	10	20
46 and above	5	15
Total	50	100

**Source:** Field Work, 2021.

Age is a very important factor in data collation. Table 4.2 indicates that respondents between the age bracket of 18 years to 25 years are 20 in number constituting 40% of our entire population. Those within the age bracket of 26 years to 35 years are 15 respondents representing 25% of the universe. Another 10 respondents representing 20% are between the age bracket of 36 – 45 years. While

those who are 46 years and above are 5 respondents in number measuring up to 25% of the universe.

### 4.2.3 Educational Qualification

**Table 4.3:** *What is your highest level of educational attainment?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
SSCE/Equivalent	10	20
OND/NCE	15	30
HND/B.Sc	15	30
Postgraduate and above	10	20
Total	50	100

**Source:** Field Work, 2021.

Table 4.3 indicates that 10 respondent's forms 20% of the total universe with SSCE or its equivalent. 15 of the respondents have OND/NCE which is 30% of the total respondents, another 15 respondents represents those that have HND/B.Sc making

up 30% of the total percentage. Meanwhile 20% of the total respondents represent those that have post graduate/above who are 10 in number.

#### 4.2.4 Occupation

**Table 4.4:** *What is your Occupation?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Student	10	20
Civil servant	15	25
Employed	20	40
Unemployed	5	15
Total	50	100

**Source:** Field Work, 2021.

Table 4.4 indicates that 20 individuals which is the highest percentage on the table represent 40% of the population. Students numbered up to 10 represent 20% of the total respondents of the universe. Civil servants are 15 in number measuring up

to 25% of the total respondents, while the unemployed respondents are 5 representing 15% of the total respondents.

#### 4.2.5 Religion

**Table 4.5: what is your religion?**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Christianity	30	60
Islam	10	20
African Traditional	5	10
Others	5	10
Total	50	100

**Source:** Field Work, 2021.

From table 4.5 above 60% of the respondents are Christians numbering up to 30 individuals. 20% of the respondents practice Islamic religion. 5 people representing 10% of the total respondents practice African Traditional Religion.

Meanwhile 5 other respondents which represent 10% of total respondents practice other religion.

### 4.3 Findings on Psychographic Information

In this section the research presents data obtained in respect of questions formulated to test the objectives of the study.

**Table 4.6:** Awareness of TQM in Kada Cinema

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	30	60
No	20	40
Total	50	100

**Source:** Field Work, 2021.

Table 4.6 shows that 60% of the respondents are aware of TQM while 40% are not aware of the TQM in Kada Cinema.

**Table 4.7:***The Practicability of TQM in Kada Cinema*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	35	70
No	15	30
Total	50	100

**Source:** Field Work, 2021.

Table 4.7 shows that 70% of the respondents indicated that TQM is practiced in Kada Cinema, while 30% of the respondents claimed that it is not in practice. The result shows that TQM has not been embraced as a culture or way of growth in Kada Cinema.

**Table 4.8:** *TQM Enhances service delivery to customers*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	30	60
No	20	40
Total	50	100

**Source:** Field Work, 2021.

60% of respondents from table 4.8 above are of the view that TQM enhances service deliver to customers, while 40% disagreed with this fact. The result shows that TQM enuances service delivery to customers.

**Table 4.9:** *What is the place of customers in Kada Cinema?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Very high	10	20
High	15	30
Average	20	40
Little	5	10
Total	50	100

**Source:** Field Work, 2021.

20% of the respondents are of the view that the place of customers in Kada Cinema is very high. Meanwhile 30% of the respondents agrees that it is high, another 40% which is the highest says it is average while 10% of the respondents says it is little.

**Table 4.10:** *Is there any means of monitoring quality service rendered in Kada Cinema?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	20	40
No	30	60
Total	50	50

**Source:** Field Work, 2021.

Table 4.10 shows that 60% of the respondents indicated that the absence of means of monitoring quality service rendered to customers while 40% indicated the existence of means of monitoring quality service rendered to customers. The result shows that Kada Cinema lacks the means of monitoring quality service rendered to customers.

**Table 4.11:** *Means of Monitoring Quality Service*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
By customers remarks	25	50
By the use of quality checklist	10	20
By continuous patronage	15	30
Total	50	100

**Source:** Field Work, 2021.

From the table above, 25 respondents stated that Quality Service is monitored by customers remarks, 20% by the use of Quality Check list, 30% said by continuous patronage. The result revealed that the major means of monitoring services rendered to customers at Kada Cinema is through customers remarks.

**Table 4.12:** *Total Quality Management can enhance Quality Service delivery at Kada Cinema?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	35	70
No	15	30
Total	50	100

**Source:** Field Work, 2021.

Table 4.12 shows that 70% of the respondents are of the view that Total Quality Management can enhance Quality Service delivery of Kada Cinema. 15 respondents which is 30% of d population disagreed with this fact and stood against it.

**Table 4.13:** *Total Quality Management helps Kada Cinema organizations to grow?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	40	80
No	10	20
Total	50	100

**Source:** Field Work, 2021.

Table 4.13 shows that 80% are of the view that Total Quality Management enhances organizational growth. 10 respondents disagreed with this fact. The implication of the result is that Total Quality Management brings about organizational growth and development.

**Table 4.14:** *The Practise of Total Quality Management in Kada Cinema organisation brings about customer's satisfaction?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	45	90
No	5	10
Total	50	100

**Source:** Field Work, 2021.

90% of the respondents are of the view that Total Quality Management brings about customer satisfaction in Kada Cinema. Meanwhile 10% of the respondents are of the opinion that the practice of Total Quality Management would not bring about customer satisfaction.

**Table 4.15:** *Total Quality Management brings about continuous quality service to customers at Kada Cinema?*

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	40	80
No	10	20
Total	50	100

**Source:** Field Work, 2021.

From the above table 4.15, 80% are of the view that Total Quality Management brings about continuous Quality Service to customers at Kada Cinema, while 20% of the respondents are against it.

#### **4.4 Discussion of Findings**

Going by the findings of this study, one can easily deduce the importance of total quality management in quality service delivery. The research questions and corresponding survey aided the researcher to obtain necessary information on the problems posed by this study. Opinion so far gathered, expressed in the survey

indicate that total quality management in Kada Cinema is on the average, giving it a pass mark.

Research question 7 is the practicality of total quality management in Kada Cinema, from the data collected 70% of the respondents agreed by saying yes, while 30% agreed by saying no.

From the research question on table 4.12 it was gathered that total quality management can enhance quality service delivery by the respondents. In other words Kada Cinema must do a lot of work to ensure that they boost up their performance in the area of service delivery in order to satisfy its customers. If 70% of respondents say Yes and 30% say No, then Kada Cinema must improve on its service delivery.

Lastly, the result also shows that total quality management brings about organizational growth. This is so because, total quality management helps create a culture of trust, participation, teamwork. Quality-mindedness, zeal for continuous improvement, continuous learning and eventually, a working culture that contributes towards a firm's success and existence Yusof et al (2000)..

## **CHAPTER FIVE**

### **CONCLUSION**

#### **5.1 Summary of Findings**

This research seeks to find out the importance of Total Quality Management (TQM) on service delivery. The study sought to appraise critically the performance of Total Quality Management (TQM) as a strategy for quality service delivery and it focused Kada Cinema and Entertainment Centre. It also went a long way to show how effective and convincing Total Quality Management (TQM) is to the Benin metropolis.

Additional information concerning Total Quality Management (TQM) was provided to individuals who are not exposed to it.

## **5.2 Observation**

- The study reveals the inadequacy of Total Quality Management (TQM) in Kada Cinema.
- It also showed that Kada Cinema lacks effective means of monitoring quality services to their customers.
- That the application of Total Quality Management (TQM) principles in an organization, leads to blistering organizational growth.
- That Total Quality Management (TQM) is effective to bring about quality service delivery to customers.

## **5.3 Recommendations**

On the basis of the findings of this study, the following recommendations are hereby suggested:

- Kada Cinemas and entertainment centre should adopt Total Quality Management (TQM) and it must be undertaken in such a way that its

implementation should suit the ethics, and predetermined goals of the organisation.

- Kada Cinema should adopt effective means of monitoring their service delivery. This will ensure that quality is maintained in their service to customers.
- For effective practice of Total Quality Management (TQM) in Kada Cinemas, its principles should be incorporated into Kada Cinemas' mission statement. In this prospect, the organization should adopt quality services as a convention.
- By way of introduction and to sustaining the implementation process, management should as a matter of necessity establish Total Quality Management (TQM) department made up of selected Heads of Department (HOD) from the various departments at Kada Cinemas, to ensure efficient implementation of the practice.

- Also the selected HODs who would automatically transform into facilitations and change agents should be made to undergo regular training and education in order to have a full understanding of the principles and concepts of the technique.
- The implementation should be accompanied with structural changes that will be devoid of bureaucracies. The changes should bring about flat hierarchies that make for stable effective management.
- Since the concept is new, intensive Total Quality Management (TQM) awareness in all facets of Kada Cinemas should be carried out not only to create the feeling of the concept in the towards customers but also to educate the employees on the need for the adoption of the technique, which purposes that effective Total Quality Management (TQM) awareness in Kada Cinema will equip employees with the basic concepts, principles and values of Total Quality Management (TQM). This guarantees the much needed employee

participation and involvement that are needed for smooth implementation of the concept.

#### **5.4 Conclusion**

In today's business organizational management, practicing Total Quality Management (TQM) has become the inevitable route to excellence and customer satisfaction. To choose Total Quality Management (TQM) is to make a decision for survival, growth and improve profitability. Besides, it is lack of quality that causes waste. Thus, to choose Total Quality Management (TQM) is to make a decision for survival.

From the results of this study, it is obvious that Kada Cinema lacks the enforcement of Total Quality Management (TQM), hence their services to their customers has remained very poor. It is imperative that Kada Cinema renders effective and quality services to their customers.

Finally, there is no absolute end point in developing a Total Quality Management (TQM) culture and the desire to ensure its continuous improvement,

therefore Kada Cinemas must embrace change by implementing Total Quality Management (TQM), so as to serve it's customers better.

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## ONLINE SOURCES

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## APPENDIX

Department of Theatre Arts,  
University of Benin,  
Nigeria.  
6<sup>th</sup>May, 2021.

Dear Respondent,

I am a final year student of the above named Department currently carrying out a study on “TOTAL QUALITY MANAGEMENT AS A STRATEGY FOR QUALITY SERVICE DELIVERY; A CASE STUDY OF KADA CINEMA”. I am administering this questionnaire in other to elicit requisite data for this project which is part of the requirement for the award of Bachelor of Arts degree (B.A) in Theatre Arts.

Please kindly fill the questionnaire which will enable the Researcher collect broad and detailed information for the study.

The information given will be purely for academic purpose and will be treated with outmost confidentiality.

Thanks for anticipated co-operation.

Yours faithfully,

**Omoaka Moses David**  
*Researcher*

## QUESTIONNAIRE

**INSTRUCTION:** Please tick (√) in the boxes provided against each question to indicate your choice answer.

### SECTION A: DEMOGRAPHIC DATA (PERSONAL DETAILS)

1. Gender: (a) Male [  ] (b) Female [  ]
2. Age: (a) 18 – 25 years [  ] (b) 26 – 35 years [  ] (c) 36 – 45 years [  ] (d) 46 years and above [  ]
3. Educational Qualification: (a) SSCE [  ] (b) OND [  ] (c) HND/ BA [  ] (d) Post Graduate and above [  ]
4. Occupation: (a) Student [  ] (b) Civil Servant [  ] (c) Employed [  ] (d) Unemployed [  ]
5. Religion: (a) Christianity [  ] (b) Islam [  ] (c) African Tradition Religion [  ] (d) Others [  ]

## SECTION B: PSYCHOGRAPHIC DATA

6. Have you ever heard of Total Quality Management (TQM)? (a) Yes [ ] (b) No [ ]
7. If yes, do you think TQM is practiced in Kada Cinema? (a) Yes [ ] (b) No [ ]
8. Does Kada Cinema have any established standard of Quality services to their customers? (a) Yes [ ] (b) No [ ]
9. What is the place of customer relations in Kada Cinema? (a) Very high [ ] (b) High [ ] (c) Average [ ] (d) Low [ ]
10. Are there any means of monitoring the quality of services rendered in Kada Cinema? (a) Yes [ ] (b) No [ ]
11. How can these be achieved? (a) By customer remarks [ ] (b) By the use of quality checklist [ ] (c) By continuous patronage [ ]
12. Total quality management can enhance quality service delivery at Kada Cinema? (a) Yes [ ] (b) No [ ]

13. Is total quality management helping Kada Cinema organization to grow? (a) Yes [ ] (b) No [ ]
14. Is the practice of Total Quality Management in Kada Cinema organization bringing about customers satisfaction? (a) Yes [ ] (b) No [ ]
15. Is Total Quality Management bringing about rendering continuous quality services to customers at Kada Cinema? (a) Yes [ ] (b) No [ ]