

## IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT IN PRIMARY SCHOOLS AS A PANACEA FOR LOW ACADEMIC ACHIEVEMENT

Joseph, O. Mukolwe<sup>1\*</sup>, Okwara Michael<sup>2</sup> and Ajowi, O. Jack<sup>3</sup>  
Jaramogi Oginga Odinga University of Science and Technology, KENYA

### ABSTRACT

Worldwide, studies have affirmed that implementation of Total Quality Management (TQM) generated improved organizational performance. Moreover, TQM is a management approach that was established to seek sources of continuous motion of improvement to provide quality products and hence has become an accepted technique to ensure organizational performance. Therefore, the purpose of this study was to assess the extent of implementation of TQM and examine its impact on pupils' academic achievement in primary schools in Kenya. The implementation of TQM was assessed through a TQM principle namely teamwork. This study was conducted in Teso North sub-county which was purposively sampled due to low learning outcomes as compared to other sub-counties in Kenya. The study was guided by the following objectives: to determine the extent to which TQM was implemented and to establish how the extent of implementation of teamwork affects the academic achievement of pupils. Descriptive survey was used. Stratified sampling technique was employed to select 44 deputy head teachers and 196 teachers in public primary schools while saturated sampling was used to select 11 deputy head teachers and 83 teachers in private primary schools. Data was collected by structured questionnaire. Descriptive statistics in terms of means and standard deviations were used to determine the respondents' perception on extent of implementation of TQM. Spearman's rho was used to measure the strength of relationship and regression analysis was used to measure the extent to which teamwork predicted the academic achievement. The findings revealed that the extent of implementation of TQM was low. Spearman's correlations showed positive and significant relationship between academic achievement and teamwork ( $r = .912$ ;  $p < .01$ ). Regression analysis revealed that the effect of implementation of TQM principle on academic achievement was significant ( $F=1215.060$ ;  $p < .05$ ). The implications of this result are that teamwork is an essential principle of TQM for predicting academic achievements of pupils. Based on these findings, the study proposed that policy makers at the Ministry of Education and the head teachers should formulate strategies for maximizing the influence of implementation of TQM for enhancing academic achievement of pupils in primary schools.

**Keywords:** Total Quality Management, Top Management Support, Academic Achievement.