**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,**

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# EFFECTS OF PROJECT QUALITY MANAGEMENT ON COCOA PRODUCTION: STAKEHOLDERS' PERSPECTIVE



By

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**MASTER OF SCIENCE IN PROJECT MANAGEMENT**



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**DECLARATION**

I hereby declare that this submission is my own work towards the Msc. Project Management and that to the best of my knowledge, it contains no material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text. However, it is likely for readers of this work to identify some errors or omissions. In view of this, I duly accept being responsible in that regard.



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Date

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Date



## DEDICATION

This work is dedicated to Almighty God, my lovely wife Owusu Sekyere Maria, my baby girl Ellyana, nephews and nieces, friends and entire family for their support, prayers and care shown to me throughout my academic pursuit.



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## ABSTRACT

The aim of this study was to examine stakeholder's perception on quality management systems in COCOBOD as a means of improving the level of quality of cocoa produced in Ghana. With this aim, three (3) objectives were set which were to determine the factors which affects the production of quality cocoa beans in Ghana, to identify the challenges of existing quality management practices in COCOBOD and to analyze the critical success factors for effective quality management in COCOOD. The study employed the quantitative research method as questionnaires were also used as instruments of data collection. Eighty (85) questionnaires were retrieved for the analysis after distributing ninety-five (95) questionnaires. The questionnaires were analysed using the mean score ranking technique. The findings revealed that, in order to ensure an increase in production of cocoa, the problems which affect cocoa farming in Ghana must be identified and addressed. These problems are ecological such as poor rainfall pattern; social issues such as poor working condition and financial issues such lack of access to loan. Quality management in COCOBOD is affected by poor employee attitude, inadequate provision of resources and poor organizational culture which was identified as the most severe challenge followed by inadequate resources and then poor employee attitude in order of decreasing severity. In other to enhance quality COCOBOD ensures that there is commitment of top management towards quality management, customer focus, education and training of employees in relation to quality management and process control. The study recommended that there should be an improvement in employee participation when it comes to decisions on quality management in COCOBOD.


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# CHAPTER ONE

# INTRODUCTION

## 1.1 BACKGROUND OF THE STUDY

Ghana has over the past decades established itself as one of the world's leading if not the leading exporter of quality cocoa beans. Cocoa from Ghana attracts premium price because of the high quality associated with its production in the country (Breisinger et al., 2008). In terms of its significance to the economic development of the nation, cocoa has over the years been described as one of the major pillars of Ghana's economic development. Cocoa production and export is responsible for employment of a considerable number of Ghanaians especially in the rural areas. It also contributes a significant amount of the foreign exchange required to maintain a healthy economy in the nation (Osei, 2007).

Deservingly, the cocoa sector in Ghana has been given a considerable high level of attention by successive government because it significant place in the economic development of the nation. Successive governments have all focused on implementing measures which will lead to an increase in the level of production of cocoa on annual basis. Not only does Ghana want to increase its annual production levels of cocoa, the nations also seek to maintain its position as one of the major exporters of high-quality cocoa beans (Osei, 2007).

The Bank of Ghana (2017) indicated that Ghana has averaged an estimated 850 metric tonnes of cocoa per year for the past decade with the 2010/2011 year as one of the best years of cocoa production and export in the nation. In 2010/2011 the nation exported an estimated 900 metric tonnes of cocoa.

The success of Ghana's production of huge amounts of quality cocoa beans has been attributed to efficient policy reforms such as partial liberalization of cocoa marketing and an intensive

government involvement in the export marketing and quality control (Shepherd and Farolfi, 1999).

Involvement of government in cocoa production in Ghana begins from the farms to the exporting organizations. In Ghana, the government has been responsible for provision of training programs for cocoa farmers, provision of fertilizers and other agrochemicals required for cocoa farming to farmers as well as training of agric officers who visit cocoa farms in different places to assist farmers in the production of the cocoa beans (Folayan 2010).

The government is also responsible for such activities as licensing of produce buyers who have the responsibility of purchasing cocoa directly from the farmers for resale to the government. Regulations and requirement for operations of produce buyers are all set by the government in other to ensure that there is uniformity in operations and pricing and also to ensure that licensed buyers do not unduly take advantage of farmers (Osei, 2007).

Quality management and export of cocoa beans on the international market is also another function performed by the government. The quality control division of the Ghana Cocoa Board has the responsibility of ensuring that cocoa exported from Ghana meets the international standards put in place.

In spite of the efforts put in place to ensure the export of quality cocoa beans from Ghana, the cocoa export sector is confronted by several challenges which seek to thwart the nation's ambition of becoming the leading supplier of quality cocoa beans on the international market. (Shepherd and Farolfi 1999) noted that partial liberalization of the cocoa market in Ghana has introduced diverse challenges which affect the level of quality of cocoa produced in Ghana. Liberalization of the market specifically has led to an increase in competition among licensed buyers which is affecting the level of quality of cocoa beans supplied for export. Licensed buyers of cocoa in Ghana are private entities which have an objective of supplying a much

cocoa as possible. This ambition causes the produce buyer to influence cocoa farmers in ways that affects the level of quality. Licensed buyers sometime compel farmers to shortening the duration required to dry the cocoa beans and this eventually affect the level of quality of the product as a result of high moisture content. The Bank of Ghana (2003) noted that in 1997 pressure from licensed buyers in Ghana led to the production of cocoa with a significantly high level of moisture content that eventually led to the development mould and hence a drop-in price of the beans on the international market.

According to Osei (2007), quality cocoa beans from Ghana have over the years been employed as benchmark by other nations. This implies that a reduction in the level of quality of cocoa beans from Ghana does not only affect the nation but other nations as well. Folayan (2010), indicated that supply of poor-quality cocoa beans leads to such problems as reduced demand, loss of reputation and ligations between buyers and sellers.

It is therefore necessary that Ghana Cocoa Board which is the organization responsible for maintenance of quality of cocoa production in Ghana to ensure that there is a continuous quality of supply of cocoa in other for Ghana to maintain its position as a leading supplier of quality cocoa on the international market. One of the major means of ensuring quality is for The Ghana Cocoa Board to ensure that it quality management systems are effective (Osei, 2007) hence this study to examine the quality management in COCOBOD.

## 1.2 PROBLEM STATEMENT

Ghana has over the past decades established itself as one of the leading suppliers of quality cocoa on the international market. This feat has been achieved by means of an effective institutional framework and policies which have been developed and implemented over the past decades.

Even though several institutions such as Licensed produced buyers, farmers associations etc have been established to ensure that there is the production of quality cocoa beans the role of the Ghana Cocoa Board (COCOBOD) has been described as very vital. COCOBOD performs different function such as quality control and marketing in relation to the production of cocoa in Ghana. In other for COCOBOD to ensure that cocoa production in Ghana meet the international quality standards, there is the need for the organizations to develop and implement its own internal quality management policies and practices.

The continuous improvement in the production of quality cocoa from Ghana is an evidence of a satisfactory performance of COCOBOD. Several authors such as Canatus and Darkoa, (2009) and Laven, (2007) have concluded that there is a significant relationship between quality management systems in organizations and organizational performance. Based on these assertions it can be concluded that the performance of COCOBOD is significantly linked with it quality management system. Therefore, an improvement in the quality management system of COCOBOD can contribute significantly to an improvement in the level of quality of cocoa produced in Ghana. Even though several studies have been conducted on production of quality cocoa in Ghana, the role of the quality management system of COCOBOD in the production of quality cocoa in Ghana has not been given the need attention.

Hence this study to examine the quality management systems in COCOBOD as a measure of improving the production of quality cocoa beans in Ghana.

### 1.4 AIM OF THE RESEARCH

The aim of the study is to examine stakeholder's perception on quality management systems of COCOBOD as means of improving the level of quality of cocoa produced in sold by Ghana.

## 1.5 OBJECTIVES OF THE STUDY

The objectives are as follows:

1. To determine the factors which affecting the production of quality cocoa beans in Ghana;
2. To identify challenges of existing quality management practices in COCOBOD; and
3. Examine the critical success factors for effective quality management in COCOOD.

## 1.6 RESEARCH QUESTION

This study answers the following questions:

1. What are factors affecting cocoa production in Ghana?
2. What are the challenges confronting quality management in COCOBOD?
3. What critical success factors are required for effective quality management in COCOBOD?

## 1.6 SIGNIFICANCE OF THE STUDY

This study will contribute to the quest of Ghana to improve on its performance in terms of the supply of quality cocoa bean to the international market by providing information which will help COCOBOD to improve o its performance as the main organizations responsible for the control of productions and sale of cocoa in Ghana.

It will also help the management of COCOBOD to identify which areas of their quality management system need to be improved in order to improve the performance of the organizations and hence the performance of the cocoa production and export sector

## 1.7 SCOPE OF THE STUDY

The study focused on the Kejebril office of the Ghana Cocoa Board (COCOBOD) because of the fact that it is responsible for issues relating to the production and export of cocoa produced in Western Region which is one of the major producing regions of cocoa in Ghana.

## 1.8 ORGANIZATION OF THE STUDY

The report was structured into five chapters as follows: the first chapter covered the introduction of the study. The chapter also two entails a review of literature on the subject matter. Chapter three involves research methodology which discusses the methods employed to obtained data for analysis while the fourth chapter also discusses the findings and analysis of data. Chapter five then presents the summary, recommendation and conclusion.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 THE HISTORY OF COCOA PRODUCTION IN GHANA.

Cocoa has its roots in Amazon region of South America. Its production was centered around the native Americans who cultivated cocoa for chocolate, chocolate drink and also used it as a currency for trading activities. Cocoa as a crop was also used to pay tribute to kings of the Amazon regions (Delbourgo, 2011).

Cultivation of cocoa on commercial basis began in 1528 when Hernan Cortez after he had conquered Central America brought a cargo of cocoa beans of Spain and established commercial farms with it. The production of cocoa then spread to other parts of Europe especially Britain and France. As a result of the conducive weather condition for the cultivation of cocoa in the West Indies, the farms were established in such places as Jamaica, Martinique and Surinam by the Europeans to supply the industry in Europe with the need quantities of cocoa beans. The cultivation of cocoa was then brought to Brazil in the 17$^{th}$ century to SÃO Tome and Fernando Po (now part of Equatorial Guinea) in 1840. From SÃO Tome and Fernando Po the cocoa farming was extended to other parts of West Africa especially Gold Coast (now Ghana), Nigeria and the Ivory Coast (World Cocoa Foundation, 2010).

Cocoa as a cash crop was first introduced in Ghana by the Dutch Missionaries in 1815 who has the intention of growing the crop and selling it to fund their missionary activities in the nation. However, the farm did not yield the expected result therefore the missionaries abandoned the cultivation of cocoa entirely. The Basel Missionary in 1817 also established cocoa farms at

Aburi in the Eastern Region as a means of raising funds for their activities and has had happened earlier, the farms also did not produce the expected results therefore the farm were abandoned Ministry Of Manpower, Youth and Employment, (2007).

Cultivation of cocoa on commercial basis in Ghana is credited to Tetteh Quarshie, a native of Osu, Accra, a blacksmith who was working in Fernando Po. Tetteh Quarshie after some years of stay in Fernando Po returned to Ghana in 1879 with cocoa pods and established cocoa farms at Akwapim Mampong in the Eastern Region. Tetteh Quarshie's cocoa farm was basically for the purpose of producing cocoa pods for sales to other farmers. This led to the spread of cocoa farming to other parts of Ghana especially in Akwapim in the Eastern Region.

Recognizing the impacts of Tetteh Quarshie's efforts in 1886, Sir William Bradford Griffith, who was the governor at that time also brought in cocoa pods from Sao Tome and distributed to other parts of Ghana. Cocoa production in Ghana has grown from the small beginning as a farm for supply of pods to become the main cash crop of Ghana's economy.

In view of the significance of cocoa production to the economy several factors have been instituted by successive governments to ensure that the sector is effectively protected and managed. One of the major reforms was the establishment of Ghana Cocoa Board (COCOBOD) in 1947 as the main organization responsible for regulating and development of the cocoa industry. Currently cocoa production is located in the Ashanti, Brong Ahafo, Eastern, Volta, Central and Western regions.

## 2.2 COCOA PRODUCTION IN GHANA

The production of cocoa in Ghana is centered in the forest areas or the southern parts of Ghana specifically, Ashanti, Brong-Ahafo, Central, Eastern, Western and Volta Regions where there

is high level of rainfall per year. The cocoa season in Ghana begins in October with a midcycle crop in July. The sale and export of cocoa in Ghana is under the Ghana Cocoa Board who purchases cocoa at fixed prices from farmers through produce buying companies (Clark, 1994).

Ghana in the early 1960s was recognized as the leading producer of cocoa on the global market. However, production of the crop suffered a decline years after as result of increased competition from Ivory Coast, poor rainfall pattern, aging trees, widespread diseases and poor prices on the Ghanaian market. In 1983/84 season cocoa production suffered a decline from an average of 450,000 tons 159,000. The level of output picked up again in 1964-65 to an average of 557,000 tons. The production of cocoa in the last few decades is presented in figure 2.1.

Cocoa production saw a steady growth in 2000/01 season from an average of 389000 metric tonnes to 632000 metric tonnes in 2010/11 season. Production also experienced a sudden increase from 632000 metric tonnes in 2010/11 to 100000 metric tonnes in 2011/12 season then it decreased to 740000 metric tonnes in 2014/15 season. In 2016/17 season the crop experienced a marginal increase from 740000 to 850000 tonnes.

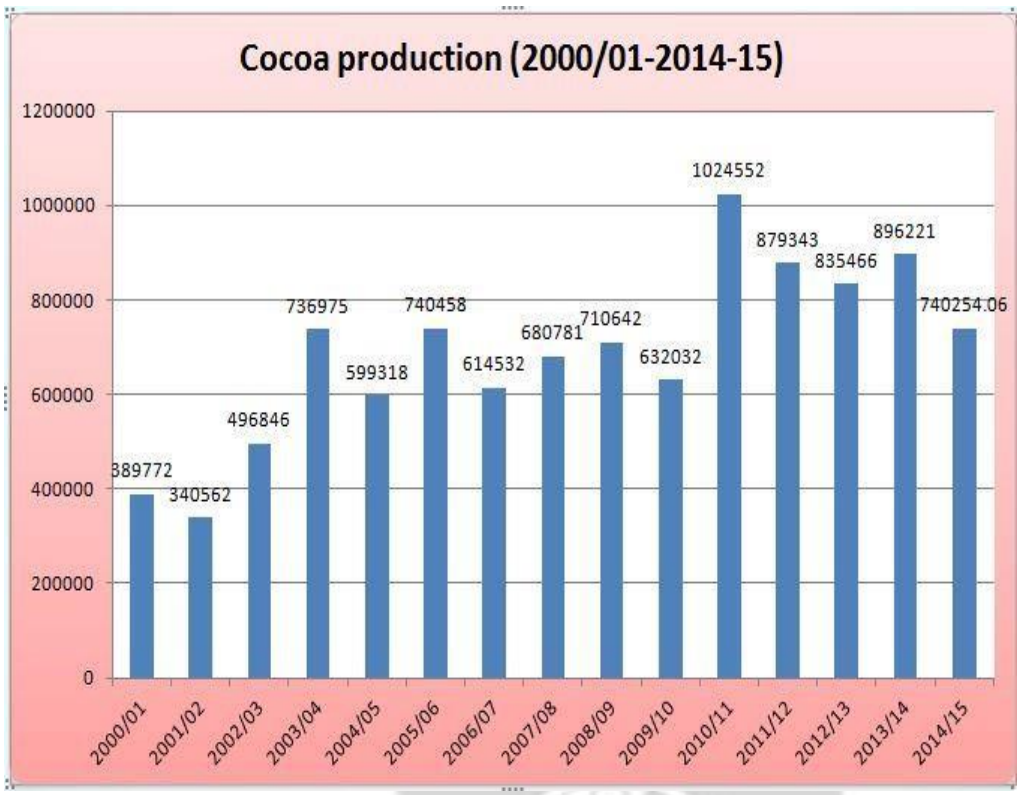


**Figure 2.1: Cocoa Production (2000/2001 to 2014/2015)** Source:

Ghana Cocoa Board, 2017.

## 2.3 THE GHANAIAN COCOA SUPPLY CHAIN

Supply and distribution of cocoa in Ghana is under the ambit of COCOBOD. COCOBOD has divided cocoa growing areas in Ghana into 7 main geographical areas called "cocoa regions" which are also subdivided into 67 sub areas also known as cocoa districts. The management of all cocoa production related activities in Ghana such as training and distribution of farm inputs and other similar assistance is based on the divisions and sub divisions (Barrientos & AsensoOkyere, 2012).

Marketing of cocoa in Ghana is currently liberalized to involve licensed produce buyers (LBCs). However, the liberalization is partial and not complete which means COCOBOD still maintains authorities over certain aspects of cocoa marketing in Ghana (Hütz-Adams &

Fountain, 2015). COCOBOD issues licenses to private businesses for them to buy cocoa directly from the framers for onward sales to the COCOBOD. The regulations on the operations of LPBs are set by the COCOBOD in other to ensure that it is uniformity of operations (Vellema et al. 2015).

The right to sell cocoa on the international in Ghana is been vested in Cocoa Marketing Company (CMC) which is a subsidiary of COCOBOD. CMC has been given monopoly by law over the sales and exports of cocoa beans from Ghana therefore its is an offence if an individual or organization attempt to sell cocoa to other businesses outside the nation (Kolavelli et al. 2012).

The supply chain of Ghana's cocoa industry is also presented in figure 2.2.

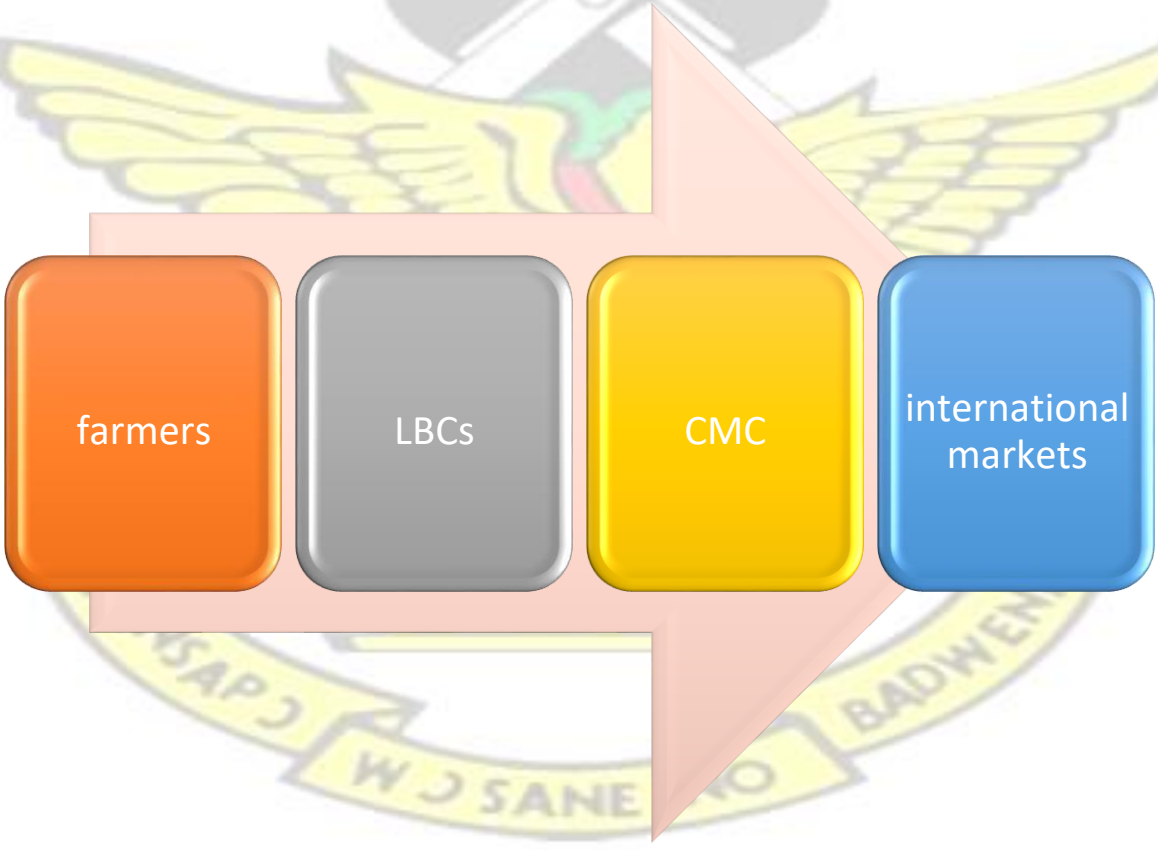


**Figure 2.2: Supply chain of Ghana's cocoa industry** Source:

Author's construct, 2018.

## 2.4 PROBLEMS ASSOCIATED WITH PRODUCTION OF QUALITY COCOA IN GHANA

Several problems have been identified to be affecting production of quality cocoa in Ghana. This section of the study discusses some of the problems associated with cocoa production in Ghana.



### 2.4.1 Ecological issues

According to The World Cocoa Foundation, (2014) ecological factors have been identified as one of the major factors which affect the production of quality cocoa. Ecological factors are environmental factors which affect the production of cocoa. These include in high incidence of pests and diseases such as Cocoa Swollen Shoot Virus Disease (CSSVD and Phytophthora Pod Rot (PPR), better known as black pod disease. According to Wessel & Quint-Wessel, (2015) diseases have been blamed for the loss of about 40% of cocoa pod in both Ghana and Ivory Coast.

The UNDP, (2012) also noted that farming practices employed by farmers also affect the production of cocoa. Specifically, most cocoa farmers prefer monoculture where they cultivate only cocoa instead of a combination of cocoa and other crops. Such a practice leads to loss of nutrients required for the growth of cocoa and also a loss of biodiversity (UNDP, 2012).

### 2.4.2 Financial issues

Production of cocoa is also affected by financial related factors such as low income and difficulty in obtaining financial assistance. According to The World Bank (2016) the financial woes of the cocoa industry create a cycle of problems which affect the level of quality of cocoa produced. The World Bank study indicated that factors such as low income of cocoa famers, poor produce prices and also inability of farmers to access financial assistance to obtain various inputs that can enable them to increase their yield results in an inadequate supply of cocoa

products which may sometimes be poor in quality as well. The production of inadequate cocoa which is also poor in quality also leads to low purchase and low prices which also make farmers poor or earn a relatively low income and deny them the ability of purchasing farm inputs and the opportunity of financial institutions to give them financial assistance (Wessel & QuintWessel, 2015). The cycle of financial problem affecting cocoa production is presented in figure

2.3.

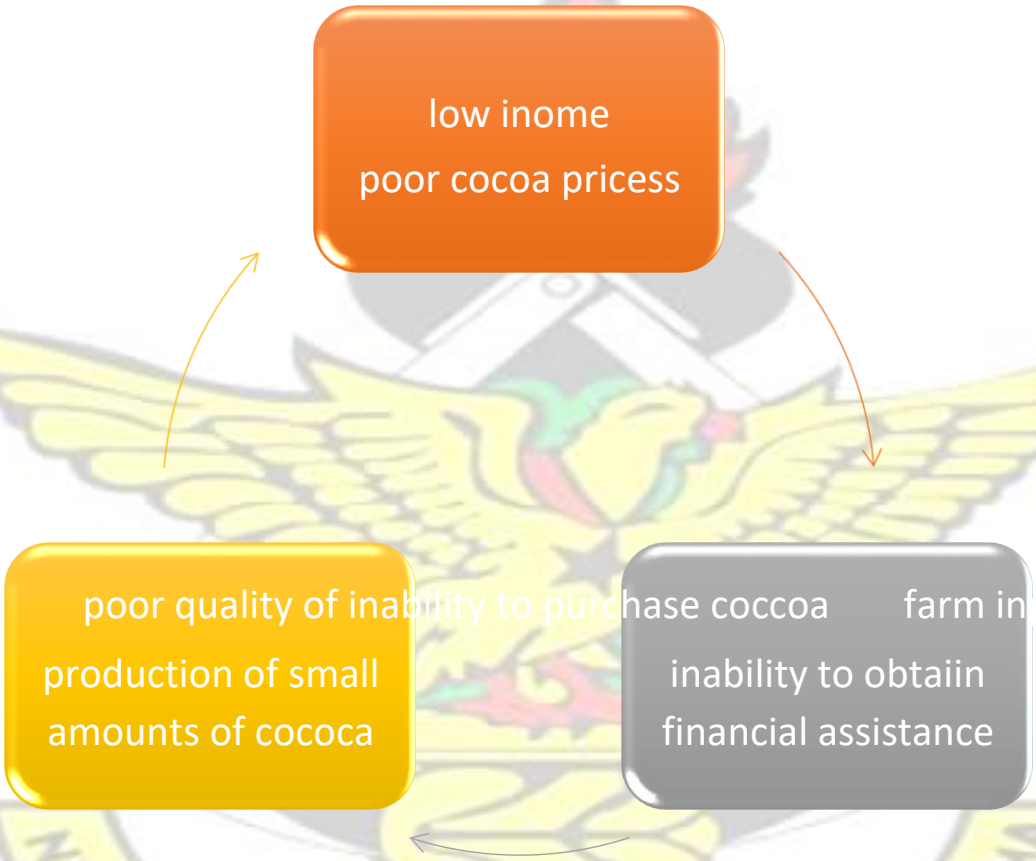


**Figure 2.3: The cycle of financial problem affecting cocoa production** Source: Author's construct, 2018.

### 2.4.3 Social issues

Poor living condition of cocoa farmers give rise to various social factors which affects cocoa production. Cocoa farmers lack adequate resources to pay workers to work in their fields which lead to such problems as the use of children in cocoa farming (Anang et al. 2011).

High illiteracy among cocoa farmers also affects the level of quality of cocoa produced. Cocoa farmers most often cannot read and write therefore they are not able to correctly apply chemical and other method of farming (Hütz-Adams & Fountain, 2015).

Another social issue which is seen to be affecting the level of production of cocoa is aging farmers. The low income associated with cocoa farming especially in Africa has made the cocoa production unattractive to younger generations. These young people prefer to migrate to the cities in search of a better life than to stay and farm in the villages (Quartey, 2016

### 2.4.4 Land tenure-ship

According to Acheampong (2016) one of the factors which affect the production of cocoa in Africa is land tenure. The ownership and control of farm lands has been a major issue which has led to the destruction of large hectares of farm lands. The issue of land tenure-ship can be described as property right issues and inheritance issues.

Property right related factors including ownership and control of farm lands. Most often, farmlands used for the production of cocoa in Africa is owned by other persons such as chief and community leaders who leases out the lands to the farmers in exchange for a percentage of the total output. Such ownership prevents farmers from having control over the land therefore cannot extend farm if need be. Land owners sometimes sell their lands without the consent of the farmers which prevent the farmers to abandon the farm completely especially if the new buyer has a different use for the land (Acheampong, 2016).

The other land related issue is the use of farms as inheritance. Most often when owners of lands which have been given out or used for cocoa farms pass on, they leave these lands as inheritances for their descendants or family to share. The distribution of the land leads to a destruction of cocoa farms because of the fact that unlike the previous situation where the ownership was for one person, this time different persons will own the same piece of land (Quartey, 2016).

## 2.5 THE CONCEPT OF QUALITY

The term quality has been defined differently by different authors. For example Crosby (1979) gave one of the earlier definitions of quality by indicating that quality means 'conformance to requirements' which means that when a product meets a set of standards then it is said to be a quality product. The American Society for Quality, (2008) also defined quality as 'fitness for use' which means that when a product meets the needs of a customer then it is said to be a quality product while the ISO 9000 (2005) also defined quality as a set of features of a product which meet the demands of customers.

The above definitions focused on quality as what a product has to offer to customers. This means that manufactures had to pay close attention to the features of their products in other to ensure quality.

But according to Mitra (2012), modern definition of quality has shifted the focus from products and services to customers' requirements. Quality is what the customers describe as a product to be and not what a product offers. Therefore a product does not meet the expectation of the customer, then its not quality irrespective its features

Montgomery (2015) described quality as the experience that a customer gains as result of the use of a service of product. Quality therefore connotes satisfaction or expectations met. When

the expectation of a customer is met, then the customer is said to be satisfied and hence the product is quality

In relation to the cocoa industry, quality consists of both feature of the product and also expectation of the consumers. In relation to features of the product, quality cocoa is one which meet internationally set standard on moisture content, colour, etc. Therefore, any cocoa product which does not meet this requirement is said to be low in quality. In relation to the expectation of consumer, cocoa quality is one which are produced under sustainable conditions. That is quality cocoa is one which was produced with little or no destruction to the environment or adverse impacts on the future generation (Laven, 2016).

## 2.6 INSTITUTIONAL FRAMEWORKS TO ENSURE QUALITY COCOA

The control of quality in terms of cocoa production is based on both international and national regulations. On the international scene there is the International Cocoa Organisation which is the global body responsible for regulation and development of standards for the cocoa industry. At the national level in Ghana, there is the Ghana Cocoa Board (COCOBOD) which is also responsible for the regulation of cocoa activities in the nation.

This section of the study discusses into detail the functions of these organisations.

### 2.6.1 International Cocoa Organisation (ICCO)

The international Cocoa Organisations is an international organisation consisting of cocoa producing and consuming nations which has the mandate to ensure an effective regulation of the industry. The function of the ICCO ranges from establishment of market prices for cocoa on the international market to setting of standards for the production of quality cocoa based on sustainable principles. The ICCO set standard in relation to acceptable moisture content, smoke levels, colour and odour that cocoa brought to the international market must have (ICCO, 2016).

### 2.6.2 Ghana Cocoa Board (COCOBOD)

In Ghana regulation of cocoa production marketing and export is under the ambit of the Ghana Cocoa Board which was established by NLCD 278 (1968) that is the Cocoa Industry (Regulation) Consolidation Decree which was reviewed under the PNDC regime as the (P.N.D.C Law 81, 1984). The functions of the Ghana Cocoa Board cover the purchase, inspection, grading, sealing and certification, export and sale of cocoa in Ghana.

The Ghana Cocoa Board has several departments which perform different functions to enable it to fulfil its mandate. Some of the department under the Ghana Cocoa Board include: quality control division (QCD), cocoa marketing company (CMC) and the cocoa research department.

Quality control in COCOBOD is under the auspices of the Quality Control Division (QCD) which now referred to as Quality Control Company (QCC). The QCC has the responsibility on ensuring that Ghana maintains its position as premium exporter of cocoa to the international market. According to Osei (2016) Ghana has not lost its position as one of the leading exporters of cocoa because of the diligent efforts of the Quality Control Company (QCC).

## 2.7 CHALLENGES OF QUALITY MANAGEMENT

A quality management system (QMS) is a formalized system that documents processes, procedures, and responsible for achieving quality policies and objectives. A QMS helps coordinates and directs an organization activity to meet customers and regulatory requirement and improve its effectiveness and efficiency on a continuous basis.

Quality management in organization according to Godfrey, Stephens & Wadsworth (2012) significantly contributes to the improvement in organizational performance. Therefore, organizations are expected to ensure that there is an effective quality management. However, effective quality management in organizations is affected by several challenges. This section of the study discusses some of the challenges of quality management in organization such as

COCOBOD.

### 2.7.1 Poor attitude of employees

Employee acceptance is one of the significant factors that lead to an effective quality management in organizations. However, on most occasions employees of organizations tend to offer resistance to measures they perceive as unfavorable to their welfare. Employee resistance or poor employee attitude towards quality management in organization has the tendency of causing the entire quality management system to fail to achieve its intended objectives. Poor attitude such as apathy and unhealthy competition among employees can affect quality management in organizations (Devlin 2013).

### 2.7.2 Lack of leadership for quality

In spite the of degree effectiveness of any management policy, there is the need for supervision of its implementation else it will fail. Leadership or supervision ensures that employees do not only adhere to set standards but also apply it exactly as it was stipulated. Leadership is one of the essential aspects of quality management therefore its absence has the potential to severely affect the performance of quality systems and hence the performance of the entire organization (Davis and Goetsch, 2013).

### 2.7.3 Inadequate resources for quality management

Quality management systems are based on the availability of resources both human and nonhuman. When these resources are available in adequate quantities, the quality management systems in organizations are bound to succeed inadequate supply of the needed resources for quality management will eventually render it ineffective. There is the need for a dedicated employee(s) who will ensure that quality is effectively managed in organization in other to ensure an improvement in the level of performance. Dedicated person(s) for quality will lead to effective monitoring and control of quality related policies in organization.

In addition to this, there is the need for organization to commit financial resources to the quality management systems. Inadequate financial commitment will affect the work of the quality department or personnel (Evans, & Lindsay, 2011).

### 2.7.4 Lack of customer focus.

Quality is effective as an organization's knowledge of customer requirements (Boaden, 2007). This implies that quality will not be achieved unless organizations pay attention to the need of customers. This involves market research on the expectation of customers in relation to the goods and services offered to them. Customer is focus also entails the involvement of customers in decision relating to quality management in organization (Boaden, 2007).

### 2.7.5 Poor Planning

Oakland (2009) blamed the inability of organization to effectively plan quality issues as the one of the factors which affects quality management. There is the need for quality to be effectively planned in other to ensure that issues which may affect its performance may be identified and adequately planned.

Newell and Dale (2010) noted that many businesses are either unable or unwilling to plan effectively for quality improvement which leads to several problems that could have been avoided.

### 2.7.6 Lack of Management Commitment

The role of top management involvement in quality management cannot be overemphasized. Involvement of top management in quality management extends beyond participation to cover such issues as identification of challenges confronting quality and providing the needed resources required to effectively address it. However, Bothe (2008) indicated that on most occasions managements involvement in quality management ends with development of the

policies at meetings which renders the entire quality system ineffective as result of a lack of direction.

### 2.7.7 Lack of Proper Training

Schein (2010) indicated that in most organization, there is the assumption that employees know what quality is therefore training on quality is either absent or insufficient. Training was identified by Duran (1985) and Newell and Dale (2010) as one of the essential factors that affect the success of quality management systems therefore its absence has the potential to result in a complete failure of the quality systems of organizations.

## 2.8 STRATEGIES FOR IMPROVING QUALITY MANAGEMENT

Several authors have put forth different measures that can lead to an effective management of quality in organizations. This section of the study also discusses the measures that lead to effective quality management.

### 2.8.1 Top Management Commitment

Chrusciel and Field (2003) noted that top management commitment is an active and open support on the part of top management of organizations toward policies established in the organizations. The need for top management commitment for policies such as quality management systems and policies is based on the fact that it is seen as a vital source of motivation for employees (Ciptono, 2008).

Top management commitment also ensures that management can quickly respond to problems that crop in other to maintain the level of effectiveness of the quality management system. Even though quality related problems can be addressed at later time, it is essential that problems associated with quality management systems are address as quickly as possible hence the need for top management commitment. Involvement of top management in quality management is

visible in such areas as: establishing quality policies, establishing and deploying quality goals, providing resources, providing problem-oriented training, and stimulating improvement (Ciptono, 2008).

### 2.8.2 Customer Focus

Quality is essentially putting measures in place to ensure customer satisfaction. This involves identification of customer needs or expectations. Therefore no quality system can succeed without the input of customers or a focus on customers (Karani and Bichanga, 2012).

Customers focus in relation to quality management involves placing priority on customer needs and expectation, building an improved relationship with customers and also market research to determine the changing needs of customers.

Demin (1986) cited by Karani and Bichanga, (2012) stated that involvement of customers in the design of products leads to quality products hence the need for organizations to ensure a customer focus during quality management.

### 2.8.3 Employee Participation

Involvement of employees in quality management planning leads to a successful quality management system. Employee participation involves organizations empowering employees to be able to make certain decisions which will enhance quality in the organization. Employee participation therefore will enable employees to be alert enough to be able to recognize certain problems and make decision that can help avoid detrimental effects of these problems (Sangeeta & Banwe, 2004).

Employee participation in quality management also leads to improved commitment on the part of employees toward the quality management system in organizations. In addition to improvement of employee commitment, employee participation also enables employees to improve their level of knowledge regarding the operations in the organizations (Sangeeta &

Banwe, 2004).

### 2.8.4 Education and Training

Russell and Taylor, (2011) were of the view education and training of employees on quality issues is a vital avenue for improving the level of acceptance and commitment of employees toward quality management systems. Education and training improve the level of awareness of employees regarding quality management which put them in a better position to make informed decisions that will enhance the performance of the organization.

Demin in his study also identified training of employees and management as an important aspect of any quality management system. According to Zhang et. al, (2009) education and training are one of the most important elements in a successful implementation of total quality management.

### 2.8.4 Recognition and Awards

Abdullah et. al, (2008) also noted that employees need to be motivated for them to perform as expected. Motivational package encourages employees to work towards a particular course. In other for employees to be able to adhere to the tenets of the quality management systems in place there is the need for recognition and reward systems that will propel them to go beyond their normal performance. Reward that can encourage employees to adhere to quality management systems include bonuses and travel packages while open recognition through citations and other similar means also help employees to adhere to the principles of the quality established in organization (Everett, 2012).

### 2.8.5 Process Control and Continuous Improvement

Process control and continuous improvement was also identified by Russell and Taylor, (2011) as one of the most important factors which affects quality management. The steps employed in an organization to manufacture products are referred to as process (Balbastre and Moreno

Luzo´n, 2013). Quality involves a close monitoring of the processes employed to manufacture products for customers. This is because defective products will occur as a result of a defect in the production process. In addition, waste and other similar quality problems can be realized through a process control. An effective process control will therefore lead to an effective quality management (Zhang et. al, 2009).

Process control leads to identification of limitation in the production process which in turn calls for improvement measures. A continuous or daily process control will lead to a continuous process improvement in organizations. Even though the traditional business approach has operated on if *it isn't broken why fix it,* modern business approach does not make room for breakdown before fixing. In modern production practices, process control and improvement are undertaken in continuous basis in other to ensure that there is a smooth operation of the production process in organizations.

Operational breakdowns can result in severe consequences in organizations hence the need for process controls and continuous improvement as part of quality management in organization (Balbastre and Moreno Luzo´n, 2013).

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 INTRODUCTION

The methodology employed by the study to obtained responses relating to quality management systems and practices in COCOBOD are discussed in this section. The issues discussed as part of the methodology are: contained the research design, research method, study population,

sample and sampling techniques, data collection, validity and reliability, ethical issues, procedure for data presentation and analysis.

### 3.2 RESEARCH METHOD

The study employed the quantitative research method to examine the quality management systems in place in COCOBOD. Quantitative researches according to (Mahotra & Peterson,2006) make use of numerical data to make a presentation of its findings. In this method research, the views of respondents are obtained in a quantitative form based on a scale. The aims of quantitative studies include: to determine the relationship between the variables (dependent and independent) that influence the phenomenon under investigation. Quantitative researches also make it possible for generalisations and future prediction to be made about a given phenomenon.

Saunders et al (2007) noted quantitative research method is suitable for studies which involve a large population. The suitability of the quantitative research method for large population is based on the fact that it makes it possible for questionnaire to be used to solicit for the views of respondents.

In view of the above the study employed the quantitative research method to examine the quality management systems in COCOBOD at Kejebril.

### 3.3RESEARCH DESIGN

A research design gives an indication of the pattern that a study will follow to obtained data for analysis. It gives a clear detail of how the researcher will go about the process of soliciting for information to meet the objectives set for the study (Malhotra & Birks, 2007). According to Cooper & Schindler (2006), several research method exist which can be employed by researchers to obtained information from the respondents. Some studies make use of just one

type of design while other studies make use of multiple designs to obtained responses for analysis

This study employed the descriptive survey design to obtained responses from the stakeholders of COCOBOD for analysis and drawing of conclusions based on the objectives. The main reason for the choice of a descriptive survey for this study because of the fact that it sought obtain the views of respondent of varied background on the issue of quality management of in COCOBOD and how it affect the performance of the organisation and the production of cocoa in Ghana.

### 3.4 STUDY POPULATION

The study considered the entire employees of COCOBOD, Kejebril and employees of Licensed Buyers Company's (LBCs) to constitute its population. The choice of the entire employees of COCOBOD was based on the fact that quality management is an activity which involves all departments of the organizations playing different roles to ensure that the products (that is cocoa beans) supplied to the buyers or consumers meet their expectations. The total number of employees of COCOBOD in Kejebril one hundred and twenty (120).

The licensed produce buyers were also considered because of the fact that they are responsible for the purchase of cocoa product directly from the farmers because they act as the first point of quality check before the cocoa are sent to the international market for sale. The total number of licensed produce buyers who deal with COCOBOD Kejebril are thirteen (13). The licensed buyer's company most often have agent who deal with COCOBOD therefore the study considered these agents as part of the population. The total population of the study was therefore 133.

### 3.5 SAMPLING AND SAMPLING TECHNIQUE

Koul (2009) explained sampling is the process of a choosing a subset of a population to represent an entire population. Sampling enables researchers to use the features and responses of a subset of a population to make generalization about the entire population. Kwabia (2010) noted that sampling is important when the demographic features of the population are such that it the entire population cannot be covered during the study.

Specifically, when the population is too large or is dispersed over a large geographical location. Sample is also employed when the lifestyle or nature of work of the respondents will not make it possible for interviews to be conducted.

In other to determine sample size of the study, the population was stratified into employees of COCOBOD and employees of LBCs. The entire representatives of the LBCs were considered as part of the sample size of this study by census because of fact that their population was relatively small. However, the Krjechie and Morgan table was used to sample a number that can fairly represent all the one hundred and twenty employees of COCOBOD because of the fact that their population was relatively large.

The Krjechie and Morgan, (2013) sample size table was employed to determine the sample that best represents a population size of one hundred and twenty (120).

$n = N / 1+ N(e)_2$ where n is sample size,

$= 120 / 1+120 (0.05)^2$ N is population size and e is the level of precision.

$\therefore n = 92$

LBC employees: n

$= N/1+N(e)^2$

$=,13/1+13(0.01)^2$

$\therefore n = 12.98$

Therefore, total sample size is employee of Cocobod plus employees of LBC's Thus

92+12.98 =105.

Based on the table a population of one hundred and twenty (120) can be best represented by a sample size of ninety-two (92) employees of COCOBOD. Therefore, the total sample size of this study was 105

The total sample size of the study is therefore presented in Table 3.1

**Table 3.1: Sample size distribution**

| **Respondents** | **Population** | **Sample size** | **Retrieved** |
|---|---|---|---|
| Employees of COCOBOD | 120 | 92 | 75 |
| Employees of LBCs | 13 | 13 | 10 |
| Total | 133 | 105 | 85 |

Source: Author, 2018.

The simple random sampling technique was employed to select ninety-two employees COCOBOD from the total number of employees in the organization. The simple random sampling technique was employed because quality management is the responsibility of every employee in the organization. The purposive sampling was also employed to select all thirteen LBCs employee stationed in COCOBOD.

### 3.7 DATA COLLECTION INSTRUMENT AND PROCEDURE

The instrument employed for data collection in this study was the semi-structured questionnaire. The study made of questionnaire because of the fact the population of considered was too large for interview and also the employees of the organization work different locations.

The questionnaire consisted of three sections with each section addressing a different issue related to the objectives of the study. Specifically, the first section of the questionnaire which was the introduction sections made introduced the researcher and the aims and requirements of the study to the respondent. The second section also covered information on the demographic background of the respondents while the third section consisted of questions on the objectives of the study.

The administration of the questionnaire was undertaken by the researcher after permission has been sought from the management of COCOBOD through the administrative manager. The researcher first explained what was required from the respondents to each of them before they were given the questionnaire to fill. Each respondent was given a period of two weeks to complete the questionnaire and submit.

### 3.9 SOURCES OF DATA

The study made included both primary and secondary data to make a presentation on the factors which affect quality management in COCOBOD. The primary data included in the study comprised of responses provided by the employees of the organization.

The secondary data on the other hand consists of data obtained from a review of literature on the subject of quality management in cocoa production from such sources as internet, journals and magazines.

### 3.10 DATA ANALYSIS

The data was collected with the aid of semi-structured questionnaire. The questionnaire was distributed and eighty-five (85) was retrieved for the analysis. The data was analyzed using mean score ranking.

### 3.11 ETHICAL CONSIDERATIONS

The study made the following ethical consideration in recognition of the fact that it required the participation of employees of COCOBOD. Specifically, the study ensured that measures were put in place to protect the identity of the respondents.

In addition to this, the study also ensured that the consent of both management and employees who participated was first sought before they were given questionnaires to respond to.

The researcher also ensured that measures were instituted to prevent unauthorized persons from having access to the responses provided by the respondents.

## CHAPTER FOUR

## ANALYSIS AND DISCUSSION OF FINDINGS

### 4.1 INTRODUCTION

The responses provided in the questionnaire were analyzed and presented in this section of the study. The presentations of the findings were in tabular formats with each of table preceded with a description of its content.

### 4.2 DEMOGRAPHIC INFORMATION ON RESPONDENTS

The respondents' demographic details are discussed below.

#### 4.2.1 Gender of respondents

The findings obtained in relation to the gender of the respondents are presented in table 4.1 below.

**Table 4.1 Gender of respondents**

| **Gender of respondents** | | **Frequency** | **Percentage** |
|---|---|---|---|
| Valid | Males | 75 | 88.2 |

| | | | |
|---|---|---|---|
| | Females | 10 | 11.8 |
| | Total | 85 | 100.0 |

Source: Field Survey, 2018.

The responses in table 4.1 indicate that the majority of the respondents were male (88%) while relatively small proportion of them was females (12%).



### 4.2.2 Educational background of respondents

The findings obtained in relation to the level of education of the respondents are presented in table 4.2 below.

**Table 4.2 Educational background of respondents**

| **Educational background of respondents** | | **Frequency** | **Percentage** |
|---|---|---|---|
| Valid | Diploma | 19 | 22.4 |
| | first degree | 53 | 62.4 |
| | Master degree | 13 | 15.3 |
| | Total | 85 | 100.0 |

Source: Field Survey, 2018.

From the findings presented above, the majority (62%) of the respondents indicated that they were first degree graduates while those who had diploma also constituted (22%) of the total population. The remaining (16%) also indicated that they had completed their master's degree. This finding led to the conclusion that the residents were all literates and therefore could read and understand the issues raised in the questionnaire.

### 4.2.3 Years spent in the cocoa sector

The findings obtained in relation to number years that respondents had spent in the COCOBOD are presented in table 4.3 below.

**Table 4.2 Years spent in the cocoa sector**

| Years spent in the cocoa sector | | Frequency | Percentage |
|---|---|---|---|
| Valid | 1-5 years | 22 | 25.9 |
| | 6-10 years | 20 | 23.5 |
| | 15-20 years | 35 | 41.2 |
| | over 20 years | 8 | 9.4 |
| | Total | 85 | 100.0 |

Source: Field Survey, 2018.

The findings in the above indicated that the majority (41%) of the respondents have been working in the cocoa sector for a period of 15-20 years. Those who has been working in COCOBOD for 1-5 years also constituted 26% of the respondents while those who had been in the industry for 6-10 years also constituted 24% of total respondents. Those who had spent over 20 years were 9%. This finding also led to the conclusion that all the respondents had worked in the cocoa sector long enough to be able to provide appropriate responses.

## 4.3 PROBLEMS ASSOCIATED TO PRODUCTION OF QUALITY COCOA IN GHANA

The initial objective of the study was to examine the stakeholder perception of problems associated with the production of quality cocoa in Ghana. The responses provided in relation to this objective were based on a Likert scale of 1-5 which is an indication of strongly disagree to strongly agree.

The findings obtained from the analysis on the problems associated with production of quality cocoa in Ghana are presented in table 4.4.

The problems associated with cocoa production in Ghana were grouped under the following headings: ecological factors, financial factors, social factors and land turner related factors.

According to Hütz-Adams and Fountain, (2015) and The World Cocoa Foundation, (2014) one of the major problems which affects the level of quality of cocoa production is ecological problems,



**Table 4.4 Problems associated to production of quality cocoa in Ghana**

| **Descriptive Statistics** | | | | |
|---|---|---|---|---|
| | **N** | **Mean** | **Std. Deviation** | **Rank** |
| Poor prices of cocoa | 85 | 4.73 | 0.472 | 1ST |
| Low income of cocoa farmers | 85 | 4.42 | 0.696 | 2ND |
| High incidence of pest and diseases | 85 | 4.25 | 0.460 | 3RD |
| Aging cocoa farmers | 85 | 4.08 | 0.862 | 4TH |
| Division of farm lands as inheritance | 85 | 3.98 | 0.407 | 5TH |
| Poor working condition of cocoa farmers | 85 | 3.96 | 0.634 | 6TH |
| Monoculture practiced by farmers | 85 | 3.75 | 0.815 | 7TH |
| Lack of access to loans and other forms of credits facilities | 85 | 3.72 | 0.696 | 8TH |
| Multiple owners of farm land | 85 | 3.60 | 0.621 | 9TH |
| Cocoa farmers lack control over farm lands | 85 | 3.51 | 0.796 | 10TH |
| Poor rainfall pattern | 85 | 3.49 | 0.502 | 11TH |
| High illiteracy among cocoa farmers | 85 | 3.34 | 0.932 | 12TH |

Source: field survey, 2018

The responses on ecological factors indicated that there is a high incidence of pest and diseases which are affecting the quality of cocoa production in Ghana (mean response of 4.25). Poor rainfall pattern was also seen to be affecting the level of quality of cocoa (mean response of 3.49) while the respondents also confirmed that the decisions of farmers to practice monoculture that is only cocoa on their farm is also affecting the level of quality of cocoa production in Ghana.

An average score of 3.83 was obtained in relation to the fact that ecological problems are affecting cocoa production in Ghana. This response conforms to those of Hütz-Adams and Fountain, (2015) and The World Cocoa Foundation, (2014) who also identified ecological related factors as one of the predominant factors that affect quality cocoa production.

Wessel and Quint-Wessel, (2015) and UNDP, (2012) also noted that various social factors affect the production of quality cocoa. The responses on whether or not the production of quality cocoa in Ghana is affected by social factors indicated that poor working conditions (means response of 3.96), aging farmers (mean responses of 4.08) and high illiteracy among farmers (mean response of 3.34 are social factors which are affecting the production of quality cocoa in Ghana.

An average score of 3.79 was also obtained in relation to this to confirm the assertions of Wessel & Quint-Wessel, (2015) and UNDP, (2012) that as in the case of other cocoa growing countries production of quality cocoa in Ghana is also affected by various social factors.

The World Bank (2016) and UNDP (2014) were both of the view that financial related issues also contributes to the problems which are associated with the production of quality cocoa in the world.

As to whether financial issues were affecting the production of cocoa in Ghana the respodenet confirmed that factors such as low income of factors (mean response of 4.42), poor cocoa prices

in Ghana (mean responses of 4.73) and lack of access to loans and other credit facilities (mean response of 4.29) were all affecting the production of quality cocoa in Ghana.

The average score obtained in this regard was 4.79 which confirmed the assertions of both Wessel & Quint-Wessel, (2015) and UNDP, (2012) that financial factors affects production of quality cocoa in Ghana.

Finally, on the problems affecting the production of quality cocoa in Ghana, Acheampong, (2016) and Quartey (2016) identified land tenure related issue that affect cocoa production in Africa. The responses obtained in relation to this indicated that the inability of cocoa farmers to fully own and have control over farmlands (mean responses of 3.51), the use of farmland as inheritance properties (mean response of 3.98) and multiple ownership of farmlands (3.60) are land tenure related issues which affect the production of quality cocoa in Ghana.

Ana average score of 3.70 was also obtained to confirm the assertions of Acheampong, (2016) and Quartey, (2016) that land tenure system in Ghana is also affecting the production of quality cocoa.

The result of the mean score ranking indicated poor cocoa prices in Ghana is the main factor which is affecting the production of quality cocoa in Ghana. This is followed by low income generation by cocoa farmers, high incidence of pest and diseases, aging cocoa farmers, the use of cocoa farms as inheritance, poor working conditions, the adaptation of monoculture by cocoa farmers in Ghana, lack of access to loans, multiple owners of farm lands, lack of control of farmlands, poor rainfall pattern and illiteracy among farmers in order of decreasing severity.

## 4.4 CHALLENGES OF QUALITY MANAGEMENT IN COCOBOD

The findings in relation to the challenges of quality management in COCOBOD are presented in table 4.5 below:

**Table 4.5 Challenges of quality management in COCOBOD**

| Challenges of quality management in COCOBOD | N | Mean | Std. Deviation | Rank |
|---|---|---|---|---|
| Poor organizational culture | 85 | 3.92 | 0.529 | 1ST |
| Resources of quality management is inadequate | 85 | 3.88 | 0.498 | 2ND |
| Employees have a poor attitude towards quality management | 85 | 3.81 | 0.604 | 3RD |
| There is lack of leadership on quality management | 85 | 2.09 | 0.548 | 4TH |
| Lack top management commitment | 85 | 2.01 | 0.422 | 5TH |
| Lack of training on quality management | 85 | 1.98 | 0.61 | 6TH |
| Ineffective planning | 85 | 1.83 | 0.508 | 7TH |
| Poor customer focus | 85 | 1.49 | 0.629 | 8TH |

Source: Field Survey, 2018.

In other to ensure an effective quality management in COCOBOD, it was deemed necessary that that challenging factors confronting the organization's quality management practices and policies need to be examined. The second objective of this study therefore was to examine the challenges of quality management in COCOBOD.

The findings presented in table 4.5 indicated that the attitude of employees of COCOBOD towards quality management in the organizations is poor. A mean score of 3.81 was obtained in relation to this assertion. This finding confirmed the assertion put forth by Devlin (2013) who also noted that poor employee attitude is a major challenge which confronts quality management in organizations.

Evans and Lindsay (2011) also indicated that quality management in originations suffer when there is a lack of leadership. The responses obtained in relation to the leadership or supervision of quality management practices in also led to a mean response of 2.09. This meant that contrary to the assertion of Evans and Lindsay (2011) there is leadership in relation to quality management in COCOBOD.

The need to ensure that there is adequate supply of resources needed for quality manages was also highlighted as one of the factors which affect quality management in organizations. The findings obtained in view of this factor led to a mean response of 3.88 which confirm the fact that quality management in COCOBOD is suffering as a result of an inadequate supply of resources by the organization.

A mean response of 1.49 was obtained to indicate that the respondents strongly opposed the assertion that COCOBOD's quality management systems are affected by a lack of customer focus. This assertion is contrary to that of Boaden, (2007) who indicated that quality management in organizations suffer as a result of inability of companies to put customer focus above profits.

The respondents also strongly disagreed (mean responses of 1.49) that (quality management planning in COCOBOD. They also opposed (with a mean response of 2.01) the assertion that there is a lack of top management involvement in quality management in COCOBOD. Both findings contradict the views shared by Oakland (2008) that quality management in organizations is suffering as a result of poor planning and also lack of top management commitment.

However, the respondents supported the assertion with a mean score of 3.92 that the organizational culture in COCOBOD is poor and unsupportive of quality management policies

and practices. This confirmed the view shared by Keys (2011) who noted that organizational culture is one of the factors which influences quality management.

A mean response of 1.98 was also obtained to oppose the idea that there a lack of quality related training for employees and management in COCOBOD. These responses also contradict the view of Schein (2010) who was of the opinion that quality management in organizations is effectively challenged by a lack of training on quality management for employees and management.

A mean score ranking was then undertaken determine the severity of each challenging factor. The result obtained indicated that the severest challenge confronting quality management in COCOBOD is the poor organizational culture within the organization followed by lack of resources for quality management, poor attitude of employees', lack of leadership on quality management, lack of leadership commitment, lack of training, ineffective planning and poor customer focus in order of decreasing severity.

## 4.5 CRITICAL SUCCESS FACTORS FOR EFFECTIVE QUALITY MANAGEMENT IN COCOBOD

The response on the critical success factors required for effective quality management in COCOBOD is presented in table 4.6 below

**Table 4.6 Critical success factors for effective quality management in COCOBOD**

| Success factors | N | Mean | Std. Deviation | Rank |
|---|---|---|---|---|
| Top management of are committed to quality management in COCOBOD | 85 | 4.21 | .410 | 1st |
| Customer requirement are considered in quality management decisions | 85 | 4.14 | .350 | 2nd |
| Employees have a poor attitude towards quality management | 85 | 3.81 | 0.604 | 3rd |
| There is lack of leadership on quality management | 85 | 2.09 | 0.548 | 4th |

| | | | | |
|---|---|---|---|---|
| Lack top management commitment | 85 | 2.01 | 0.422 | 5th |
| Lack of training on quality management | 85 | 1.98 | 0.681 | 6th |
| Ineffective planning | 85 | 1.83 | 0.508 | 7th |
| Poor customer focus | 85 | 1.49 | 0.629 | 8th |

Source: Field Survey, 2018.

According to Ciptono (2008) top management commitment and involvement in quality management practices contributes significantly towards and effective quality management in organization. The responses provided confirmed that there is top management commitment in quality management in COCOBOD. The mean response obtained for this finding was 4.21.

The respondent also confirmed with a mean response of 4.14 that customer requirements are considered during decisions on quality management. This response also confirms the assertion of Karani and Bichanga (2012) who also identified customer focus as one of the major factors for effective quality management in organization

However, the respondents strongly disagreed that there is employee involvement in quality management planning activities in COCOBOD. a mean response of 1.94 was obtained in relation to this assertion. A mean response of 1.94 was also obtained in relation to this finding. This finding also confirmed the assertion of Sangeeta &Banwe (2004) whose work also led to the discovery of employee participation or involvement as one of the major factors for quality management in organizations.

As to whether COCOBOD trains its employees on quality management, a mean response of 3.91 was obtained to confirm the assertion of Russell and Taylor (2011) that employee training on quality management is a vital factor for effective quality management in organization

On the contrary the respondents strongly disagreed that COCOBOD has motivational packages to encourage employees to adhere to quality management practices. A mean response of 1.81 was obtained to indicate that even though Abdullah et. al, (2008) placed emphasis on education

and training as a vital factor for effective quality management, COCOBOD is lagging behind in this respect.

Supplier-involvement was also seen to be absent in COCOBOD. This response was evidenced by a mean response of 1.89. While mean response of 3.97 was also obtained in relation to the existence of process control and continuous improvement to confirm the assertion of Zhang et. al, (2009) that in other for quality management to be effective there is the need for process control and continuous improvement.

A mean score ranking of the responses indicated that the most frequently strategy for achieving quality management in COCOBOD is involvement of top management. This is followed by customer focus and process control and continuous improvement. The others are education and training, employee involvement in quality management related decisions, supplier involvement and also employee motivation in a decreasing frequency of use.

# CHAPTER FIVE

## SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 INTRODUCTION

The fifth chapter of the study makes a presentation on the summary of the findings presented in the forth chapter. In addition, the conclusions drawn and recommendations made are also presented in this chapter

### 5.2 SUMMARY OF FINDINGS

#### 5.2.1 Problems associated with production of quality cocoa in Ghana

The initial objective of the study was to examine the problems affecting the production of quality cocoa beans in Ghana. The findings obtained in relation to these objectives revealed that the problems affecting cocoa production in Ghana has to do with ecological factors, financial factors, social issues and also land-tenure issues. In terms of the level of severity, the study found that the most severe problem are financial problems followed by ecological factors then social issues and land tenure issues in order of decreasing level of impact.

#### 5.2.2 Challenges of quality management in COCOBOD

In other to ensure an effective management of quality in COCOBOD the challenging factors associated with it were also analyzed as second objective of the study. The findings in relation to this indicated that quality management in COCOBOD is affected by poor employee attitude, inadequate provision of resources and poor organizational culture which was identified as the most severe challenge followed by inadequate resources and then poor employee attitude in order of decreasing severity.

### 5.2.3 Critical success factors for effective quality management in COCOBOD

The study finally sought to also examine the critical success factors which are required for effective quality management in COCOBOD. The findings obtained in relation to this also revealed that although COCOBOD ensures that there is commitment of top management towards quality management, customer focus, education and training of employees in relation to quality management and process control, the organization needs to consider the following factors if quality management is to be managed effectively: employee participation or involvement in decisions relating to quality management, motivation system that will enhance the level of employee commitment toward quality management and also inclusion of suppliers' views in quality management decisions and planning.

## 5.3 CONCLUSION

Cocoa has over the years maintained its place as the most important cash crop in Ghana. The economic and social contributions of cocoa farming in Ghana are so critical to the nation that successive governments have instituted various measures and reforms in attempt to increase the level of annual production. The findings of the first objective revealed that, in order to ensure an increase in production of cocoa, the problems which affect cocoa farming in Ghana must be identified and addressed. These problems are ecological such as poor rainfall pattern; social issues such as poor working condition of working and financial issues such lack of access to loan. With the second objective, quality management in COCOBOD is affected by poor employee attitude, inadequate provision of resources and poor organizational culture which was identified as the most severe challenge followed by inadequate resources and then poor employee attitude in order of decreasing severity. With the last objective, to enhance quality of Cocoa pods, COCOBOD must ensure that there is commitment of top management towards quality management, customer focus, education and training of employees in relation to quality management and process control.

## 5.4 RECOMMENDATIONS

Based on the findings, the following recommendations were made;

1. The study recommends that there should be an improvement in employee participation when it comes to decisions on quality management in COCOBOD. This will ensure that they become more committed towards the quality management system development for use in the organization.
2. It is also recommended that motivational packages must be put in place in COCOBOD to recognize and reward all employees whose contributions towards quality management in the organization is seen to be outstanding.
3. In addition, the study recommends that COCOBOD must include the views of its suppliers in all decisions-making and planning processes relating to quality management in the organization.
4. The study also recommends that COCOBOD should commit additional resources towards quality management in the organization.

## 5.5 SUGGESTIONS FOR FUTURE RESEARCH

It is suggested that a similar study should be conducted in the other branches of COCOBOD in the Ghana with the objective of making a generalization of the findings on how quality management is achieved in Ghana Cocoa Board and what needs to be done at the national level of enhance the quality performance of the organization.

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