EFFECT OF IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS ON EMPLOYEE PERFORMANCE IN NAIROBI BOTTLERS LIMITED

BY

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DECLARATION

This research project, submitted to the department of business administration, Kenyatta University, is my original work. It has never been presented or published anywhere or in any institution. However, reference was made to material already published by other people. This is indicated under reference section.

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DEDICATION

I dedicate this work to my Husband Felix and my son David for their encouragement and support during the time of carrying out this research work, may the Almighty God bless them abundantly.
ACKNOWLEDGEMENT

I acknowledge the contribution, support and guidance of my supervisor Robert Nzulwa for the time he spent checking and correcting this research work. May Almighty God bless him abundantly.
ABSTRACT

Quality Management Systems is viewed as a programme that consists of a set of powerful interventions aimed at improving the capacity of an organization to compete successfully on the basis of cost, dependability, flexibility and it is further viewed as a key element of competitiveness (Maluleke, 2008). The aim of the study was to investigate the effect of the implementation of quality management systems strategy on employee performance in Nairobi Bottlers Limited as indicated by satisfaction of internal customers. The aspects of employee performance which were considered in this study include quantity of output, quality of output, timeliness of output, presence at work and co-operativeness. The study utilized descriptive research design whereby employees who have been exposed to the quality management system formed the population of study. The population was divided into three strata, that is, internal auditors, KORE team members and lead auditors trained in various ISO standards. This stratification formed a sample size of 36 respondents. Data was collected using semi-structured questionnaires and interviewing. The questionnaires were administered using drop and pick method while the interviewing was personal unstructured interviewing. The collected data was coded and analyzed using qualitative and quantitative techniques. The quantitative data in this research was analyzed by descriptive statistics using statistical package for social sciences (SPSS) version 21. The analysis was presented in charts, graphs and tables. The findings of this study indicated that implementation of Quality management systems affects employee performance in Nairobi Bottlers Limited in a positive way. This is through implementation of the various aspects of QMS in the organization such as proper documentation, training of staff on QMS, top management commitment and implementation of an effective traceability system. The study found that clear job responsibility affected employee performance in the organization to a very great extent. The study established that involvement of top management affected employee performance to a great extent. The study also revealed that employees understand the expectations of their roles due to the well outlined and documented job responsibilities and other procedures. This has increased the level of motivation of the employees as indicated by the improved Employee Engagement Scores. Since implementation of QMS the EES scores are above 65%. Top management commitment has contributed to improved employee performance since employees know that the management is capable of questioning the status of events based on the established procedures. The study recommends that the management should provide full support of the quality management system by ensuring that all the required resources are availed for the sustainability of the quality management system. New employees should be inducted into the quality management system inorder to understand how the system was implemented and the benefits which it has generated for the organization. The new employees should also be trained on QMS and be recruited into the team that is in direct touch with the quality management systems. The employees should ensure compliance to the various aspects of the quality management system and make it part of their day to day duties. Shareholders of Nairobi Bottlers limited should frequently review the progress of the quality management system and assess whether it’s yielding the benefits which were expected during the implementation of the system.
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LIST OF ABBREVIATIONS AND ACRONYMS

BS-British Standards

BVQI-Bureau Veritas Quality Institute

EES—Employee Engagement Score

ISO- International Organization for Standardization

KORE-Coca-Cola Requirements

MDC-Manual Distribution Centre

NBL-Nairobi Bottlers Limited

PET-PolyEthene Teraphthalate

QMS-Quality Management Systems

SABCO-South African Bottling Company
DEFINITION OF TERMS

Quality Management Systems (QMS) is defined as a set of co-ordinated activities to direct and control an organisation in order to continually improve the effectiveness and efficiency of its performance.

Quality Management Systems is also viewed as a programme that consists of a set of powerful interventions aimed at improving the capacity of an organization to compete successfully on the basis of cost, dependability, flexibility and it is further viewed as a key element of competitiveness.

ISO it’s a worldwide federation of national standards bodies

ISO 9001:2008 it’s an ISO standard which specifies the requirements for a Quality management systems that may be used by organisations for internal application, certification or contractual purposes.

Employee performance can be defined as efforts along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. The aspects of employee performance include: - Quantity of output, Quality of output, Timeliness of output, Presence at work and Cooperativeness and the indicators of these aspects is mainly in the satisfaction of internal customers.

Traceability refers specifically to the ability to retrace steps and verify that certain events have taken place.
Top management as a person or group of people who direct and control an organization at the highest level

Training is defined as a planned and systematic effort to modify or develop knowledge, skills and attitudes through learning experiences, to achieve effective performance in an activity or a range of activities.

Conceptual framework is defined as any empirical or quasi-empirical theory of social and/or psychological processes, at a variety of levels (e.g. grand, mid-range and explanatory) that can be applied to the understanding of phenomena.

Independent Variable is defined as a variable that a researcher manipulates in order to determine its effect or influence on another variable. It predicts the amount of variation that occurs in other variables.

Dependent Variable is defined as the variable that is measured, predicted or monitored and is expected to be affected by manipulation of an independent variable. They attempt to indicate the total influence arising from the effects of the independent variable.
CHAPTER ONE:

INTRODUCTION

1.0 Background of the study

Ensuring quality does not only mean producing a product in a standardized manner; it also requires continuously meeting expectations in changing conditions. Thus, quality must be considered in a systematic way and quality of the system should be emphasized rather than quality of the product (International Journal of Quality & Reliability Management).

ISO 9001:2008 is a quality management system standard used by many organizations worldwide, whether they are manufacturing or service, private or public. It is preferred by many institutions whose objective is to implement, manage and improve their operations regularly in accordance with customers' needs and expectations (Singels et al., 2001, p. 63). The aim of this standard is to ensure the quality of systems in which goods and services are produced. Adoption of ISO 9001 Certification yields visible and concrete benefits to organizations in the form of sustained product quality, enhanced market image, increased customer satisfaction, and long-term profitability.

ISO 9001:2008 standards provide an institution with well-documented procedures to follow in providing goods and services. These procedures define how the tasks should be done, in this way guaranteeing goods and services that meet customer requirements (Singels et al., 2001, p. 63). They do not guarantee product quality, but they only ensure that a company has a set of procedures for quality management (Wayhan et al., 2002, p. 217). They encourage product quality but cannot ensure it alone (Terziovski et al. 1997, p. 1). Certification only means that an
independent auditor certifies that a quality system has been implemented in accordance with

ISO 9001 documents the processes in a system and checks if they meet the guidelines or not
(Stevenson and Barnes, 2001, p. 46). The basic principles behind ISO 9000 are formally defining
customer requirements, making plans to meet them, checking if they have been met or not, and
taking action if abnormalities are determined (Schenkel, 2004, pp. 1155-68).

The ISO 9001 standard is the most well-known and widely used quality management system.
Although it has different names in different countries, it has become the international language
for quality.

The British Standards Institute’s BS 5750, the first commercial quality management standard,
was transformed with a few changes to the ISO 9000 international standard in 1987.

ISO 9000 is the generic name for quality management standards. According to the 1994 version
of the ISO 9000 family of standards, companies were to be certified with ISO 9001, 9002 or
9003.

However, in 2000 version, companies can only be certified under ISO 9001 (Quazi and Jacobs,
2004, p. 515). As a management standard, ISO 9001 proposes a general model that provides
companies with the means to implement and maintain a quality system. Being generic, ISO 9001
can be implemented in any kind of institution regardless of its size, product or sector.
1.0.1 ISO 9001 and performance relationship

While some authors claim that certification has benefits and increases performance, others claim that it has no benefit and does no affect performance. Is ISO 9000 really worthless or is that an impression from malpractices or overly high expectations?

In order to derive benefit from ISO 9001, companies should consider the standard not as a temporary solution but as a long-term investment which requires involvement and continuous effort (McAdam and McKeown, 1999, p. 232). Certification is costly, time-consuming and demanding in the short-term.

A long-term view is required in order to benefit from it (Stevenson and Barnes, 2001, p. 50). Problems in presenting and implementing the standard (Conti, 2004, p. 666), and short-term expectations (Tsekouras et al., 2002, p. 838) result in ISO 9001 not affecting performance or the effect is misunderstood. Obtaining certification, but not fulfilling its requirements will certainly not result in any benefit to the company. Moreover, after getting and applying the certification, improvement should not be expected in financial indicators in the short-term. These unrealistic expectations create the impression that certification is worthless.

The benefits to be gathered from certification are fully related to how a company wants to use it. If its aim is only to get a certificate and to enhance its image, documentation and procedures will harm daily business processes and will not contribute to improved performance (Sun, 2000, p. 177). Efforts to achieve ISO 9001 generally deviate from the real aim, and organizations miss the relationship between ISO 9001 and total quality. In this situation efforts for certification are
transformed into a bureaucratic exercise. Not the standard itself but its initials are sought and its real aim and benefits disappear (Tague, 1994, p. 24).

How can a "standard" which is the same for all companies give them competitive advantage. If significant differences in practice are not considered, companies become stereotyped. Differences in practice allow one company to benefit more than another, so a standard aiming to make companies similar may result in differentiation which provides a basis for competitive advantage (Naveh and Marcus, 2005, p. 24).

The quality system of a company is affected by its objectives, product, service, and applications unique to it, and so one quality system differs from another (Terziovski et al., 2003).

While fulfilling the requirements of ISO 9001 certification, companies need to derive maximum benefit from the application to gain a competitive advantage. In this context a standard is just an instrument, and every organization must set up its own strategy (Ofori and Gang, 2001, p. 150).

A company must combine ISO 9001 with total quality philosophy, human resources and strategic management (Sun, 2000, p. 177). ISO 9001 is a valuable instrument for companies trying to develop a quality system. The real value of the certificate will be obtained when it becomes consistent with companies' strategic direction (Curkovic and Pagell, 1999, p. 65).

A quality management system increasingly focused on quality results in more time to produce acceptable products, less time spent on rework, scrap and waste. These improvements lower cost and increase sales depending on improved product quality, on-time delivery and fewer customer complaints. All these quality benefits do not happen automatically but, having quality certification is expected to increase the sales opportunity, volume and profitability, so ISO 9001
certified companies are expected to perform better (Heras et al., 2002b, p. 776; Naveh and Marcus, 2005, p. 11).

Even though certification is assumed to improve performance, the cause of improvement is not certification itself but improved quality practices and processes resulting from certification. Therefore, factors affecting the relationship between ISO 9001 and performance must be considered when constructing a model.

ISO 9001 certification alone cannot improve performance. While analyzing performance differences between companies, factors other than certification must also be considered. Factors like reasons for certification and motivation for certification may affect performance. A quality culture and practice is another factor. Consultancy service during the certification period, senior management’s support and attitude, employees’ attitude, company size, time since certification, expectations before certification, strategic orientation of the company, etc. are other factors which affect the certification-performance relationship (Buttle, 1997, p. 943; Terziovski et al., 2003, p. 592; Dimara et al., 2004, p. 85; Naveh et al., 2004, p. 1843; Sharma, 2005, p. 167).

1.0.2 The Coca-Cola Company and Quality Management Systems

The Coca-Cola Company is the world’s largest beverage company, largest manufacturer, distributor, and marketer of non-alcoholic beverage concentrates and syrups in the world.

The Coca-Cola Company has only one quality system, called The Coca-Cola Management System (earlier referred to as The Coca-Cola Quality System), for its entire bottling operations (Company owned as well as Franchise owned) around the world including Nairobi Bottlers Limited in Kenya.
Quality is more than just something we taste or see or measure. It shows in our every action. The company relentlessly strives to meet the world’s ever-changing expectations because keeping the Quality Promise in the marketplace is the highest business objective and its enduring obligation. More than a billion times a day, consumers choose its brand of refreshment because Coca-Cola is... The Symbol of Quality, Customer and Consumer Satisfaction and A Responsible Citizen of the World.

1.0.3 Nairobi Bottlers Limited

Nairobi Bottlers limited is one of Coca-Cola Bottling plants in Kenya. It’s majorly owned by the South-African Bottling Company (SABCO) and Centum holdings in Kenya.

The company employs approximately 1 000 people. It is one of the biggest bottling plants in the group. Nairobi Bottlers has received couple of awards since its inception and these include, in 1995, NBL received the ‘Highest Quality Award’ and was named Kenya’s ‘Bottler of the Year’. In 2007, NBL won two awards in the prestigious Company of the Year Awards for Kenyan companies and organizations. In 2008, NBL won the first runner-up award in the prestigious ‘Company of the Year’ Award in Kenya. In 2009, NBL won the Marketing award in the prestigious Company of the Year’s Award. Quality awards from the Coca-Cola Company which Nairobi Bottlers has received due to outstanding quality of its products include-Gold award in 2009, Gold award in 2010 and Bronze award in 2011

Kenyans enjoy a wide range of beverages, including Coca-Cola, Coke Light, Sprite, Stoney, Dasani and those from the Krest, Schweppes and Sparletta groups. In 2011, 21.5 million cases of product were sold in the Kenyan market. Direct distribution of product to customers by the
The company is 10% whereas 90% of distribution is done by Manual Distribution Centers (MDCs). Growth of the future consumption drinks category has seen the company invest in a state of the art new mega-line for PET.

1.1 Statement of the problem

Although quality management systems have widespread international acceptance, the benefits achieved from the systems are surrounded by many controversies and disagreements. The overall benefits the organizations gain from the standard are related to the motive that initiated the drive for the certification (Tsiotras and Gotzamani, 1996; Poksinska et al., 2002; Jones et al., 1997; Singels et al., 2001).

Most of the studies have revealed that marketing-related elements are the major driving forces for QMS implementation (Brown et al., 1998; Mo and Chan, 1997). However some studies indicate that there is significant effect of implementation of QMS on the employee’s performance and these studies include:

According to Brown et al (1998) the most important benefits mentioned by the respondents include not only improvements in the quality of products and services, but also improved management control and quality awareness.

Improved quality awareness by employees was also one of the most important benefits found by Nwankwo (2000) and Karlton et al. (1998). Other important internal effects are improved traceability, reduced amount of scrap and defects (Gustafsson et al., 2001). Williams (1997) finds also significant improvements in employee involvement.
Having implemented ISO 9001 since 2009, Nairobi Bottlers limited still faces challenges with employee performance and this makes performance discussion meetings between the employee and the supervisors very frequent, audit findings related to the quality management system during third party audits are also captured.

Therefore this study will aim to establish how implementation of Quality management systems affects employee performance in Nairobi Bottlers limited.

Despite the availability of these studies in other parts of the world, there is lack of research in Kenya documenting the effects of implementation of Quality Management Systems on employee performance, its therefore critical for a research to be done in the organizations in Kenya which have implemented quality management systems to evaluate how its impacted on the performance of the employees considering that employees are key in the success of systems in an organization.

This research will therefore seek to explore the effects of Quality Management Systems on employee performance in the Kenyan context.

1.2 Purpose of the study

The purpose of the study was to evaluate the effect of the implementation of Quality Management Systems strategy on Employee performance in Nairobi Bottlers Limited.

1.3 Objective of the study

1.3.1 General objective

To evaluate the effect of implementation of QMS strategy on employee performance in Nairobi Bottlers Limited.
1.3.2 Specific objectives

The specific objectives of the study

i. To examine how documentation affects employee performance in Nairobi Bottlers limited

ii. To determine how traceability affects employee performance in Nairobi Bottlers Limited

iii. To establish how top management commitment affects employee performance in Nairobi Bottlers Limited.

iv. To establish how training affects employee performance in Nairobi Bottlers Limited

1.3.3 Research questions

i. How does documentation affect employee performance in Nairobi Bottlers limited?

ii. How does traceability affect employee performance in Nairobi Bottlers Limited?

iii. How does top management commitment affect employee performance in Nairobi Bottlers Limited?

iv. How does training affect employee performance in Nairobi Bottlers Limited?

1.4 Significance of the study

The study would be of significance to other bottlers within the Coca-cola system which have not implemented Quality Management Systems. The study would also be of great significance to the
management of Nairobi Bottlers Limited and SABCO group as they would be able to understand that the benefits of implementing QMS are not only process based but also people based.

This would therefore help the group management ensure that more plants are certified and those which are already certified they maintain their certification.

The study would also provide information to potential and current scholars on the benefits of implementing QMS, a view of the Kenyan manufacturing sector.

1.5 Scope of the study

The study was concerned with evaluating the effects of implementation of Quality Management Systems on employee performance working in Nairobi Bottlers Limited and it targeted employees who participate in internal audits, external audits and quality management system review.

1.6 Limitation of the study

Availability of time from the expected respondents due to the working hours and different work stations since some of the staff are located in Nakuru and Machakos.

Reluctance in giving information was encountered for fear of intimidation or portraying a negative image to the researcher.
2.0 Introduction

It is clear that quality has emerged as a strategic competitive tool for organizational success (Yong and Wilkinson, 2002). In today's business environment, organizations cannot afford to ignore the strategic implications of quality for its competitive position. In the light of this, it is vital for organizations to develop or adopt an effective Quality Management System (QMS) very often associated with ISO 9000 series (Rohitratana and Boon-Itt, 2001).

Quality Management System is referred to as a business management system that can be applied to all business sectors and all sizes of companies. Moreover, quality management systems are designed to provide the support and mechanism for the effective accomplishment of quality-related activities in organizations. It is recognized as a systematic means to manage quality in organizations (Kolka, 2002).

In broader sense, Goetsch and Davis (2005, p. 174) indicated that the quality management system "consists of all the organization's policies, procedures, plans, resources, processes, and delineation of responsibility and authority, all deliberately aimed at achieving product or service quality levels consistent with customer satisfaction and the organization's objectives. When these policies, procedures, plans, etc. are taken together, they define how the organization works, and how quality is managed." The ISO 9001 has formalized an effective system for evaluating the ability of any firm to consistently design, produce, and deliver quality products/services (Fuentes et al., 2000; Martinez-Lorente and Martinez-Costa, 2004; Terziovski et al., 2003; Wayhan et al.,
ISO 9001 provides guidelines for organizations to establish their quality systems by focusing on procedures, control, and documentation (Sun et al., 2004).

Therefore, the objectives of Quality Management Systems is the provision of consistency in products, meeting customer and regulatory requirements and having systems that address customer satisfaction, continual improvement, prevention of non-conformity, and the adoption of a system approach.

ISO 9001:2000 is based on eight quality management principles: customer-focused organizations; leadership; involvement of people; process approach; system approach to management; continual improvement; factual approach to decision making; and mutually beneficial supplier relationships (Lewis et al., 2005). The latest version ISO 9001:2008 replaced the ISO 9001:2000 in November, 2008 but is seen as just a fine tuning of the former version (Lee et al., 2009). The structure of the new standard is one and the same to that of ISO 9001:2000 and does not add any new requirements. The changes in new standard are in wording only, to ensure unambiguous and easy understanding in other languages and better compatibility with environment standard ISO 14001:2004 (www.isosimplified.com), (Ahuja et al. 2012).

2.1 Theoretical review

2.1.1 Benefits of implementing Quality Management systems

Authors have already made several classifications of the benefits of implementing the ISO 9001 (QMS), such as: Internal or external (Lee, 1998; Fuentes et al., 2003) and the BSC approach
which divide business objectives into four groups regarding four perspectives: customer; process; learning and development; and financial.

2.1.1.1 Benefits related to the customer perspective

Customer benefits and related motives leading to a company's better financial performance: most of the analyzed authors (Singels et al., 2001; Douglas et al., 2003; Magd, 2008) have identified such motives (better product quality, better customer satisfaction, better competitive position, maintaining and increasing market share) which have also been empirically confirmed in their research. Mathews (2005) claims that the major benefits of purchasing from ISO 9001-certified companies include better, assured and consistent product and service quality; prompt and speedy supply (shorter delivery lead time); in this way there are fewer complaints and a better image for the company. Improved response to customer complaints is seen as the most significant positive change in performance demonstrated by certified companies.

2.1.1.2 Benefits related to the perspective of internal processes

The implemented ISO 9001 requirements can result in improvements in organizing the work and lead to well-organized and effective business processes and operational performance. There are clearer, standardized and simplified work procedures by means of developed and improved documentation (Magd and Curry, 2003; Valls and Vergueiro, 2006);

There is an improved administrative system among different functional departments; a reduced amount of paperwork and bureaucracy with better documentation control (Karapetrovic and Willborn, 2001; Awan and Bhatti, 2003);
There is elimination of tasks and bureaucratic routines that do not add value to the QMS (Valls and Vergueiro, 2006)

There is the strengthening of leadership, improved planning and prioritization of tasks and activities, optimization of the use of available resources (Valls and Vergueiro, 2006); there is a better definition of jobs, clear assignment of responsibilities and jobs (Fuentes et al., 2003)

Improved management of the site's resident staff; reduced management attention required for routine matters and supervision (Awan and Bhatti, 2003);

It helps in implementation of improved operational and management control and supervisory mechanisms including internal and external audits (Karapetrovic and Willborn, 2001; Douglas et al., 2003), better control of subcontractors (Awan and Bhatti, 2003), systemic and objective monitoring of the quality of all products and services implemented and implemented quality tools to detect, prevent and correct failures (Valls and Vergueiro, 2006);

There is system approach and process improvement (Mathews, 2005) such as an improved design process (Awan and Bhatti, 2003); a decrease in the inventory of raw materials and finished products as an upshot of a more stable and predictable production process (Burrill, 1999);

Improved delivery accuracy (Fuentes et al., 2003); and a decrease in the number of deficiencies (Fuentes et al., 2003), less scrap and reduced wastage of materials, decrease in time needed for rework (Heras et al., 2002; Awan and Bhatti, 2003; Douglas et al., 2003; Ballantyne, 2005, pp. 20-52);

There is avoiding of repeated control by customers (Ballantyne, 2005, pp. 20-52) and multiple second-party audits which are costly for the company (BVQI, 2001, pp. 4.3-4.4); and improved
productivity and effectiveness (Ballantyne, 2005, pp. 20-52) such as shorter lead-time, increased certainty of achieving contract requirements and deadlines.

2.1.1.3 Benefits related to the learning and development perspective

This group of expected benefits is based on the standard requirements – especially requirements for assuring proper worker capabilities (Ch. 6.2.2) and continuous improvement.

Studies have shown an improvement in employee morale and personal accountability for job performance as a result of employees understanding their role in the total process (Zhang, 2000);

There is improved internal communication (Awan and Bhatti, 2003); and an internal improvement of the organization’s products and processes (Magd, 2008). This involves employee involvement (Mathews, 2005) and improvement in their communication between various departments of the company (Awan and Bhatti, 2003); team spirit and team-work is improved (Awan and Bhatti, 2003; Valls and Vergueiro, 2006) by cutting out the “blaming mentality” and allowing employees to focus on problem solving (Devos et al. (1996) in Awan and Bhatti, 2003);

QMS contributes to enhanced development of quality management (Magd and Curry, 2003) such as continuous improvement of operational control (Karapetrovic and Willborn, 2001); improved workforce motivation (Magd and Curry, 2003) and employee morale (Karapetrovic and Willborn, 2001; Awan and Bhatti, 2003) as they are working more effectively (BVQI, 2001, pp. 4.3-4.4); improved personal job satisfaction (Awan and Bhatti, 2003); ensured personnel loyalty and decreased fluctuation of man power (through a “built in” system for identification and satisfying training requirements) (BVQI, 2001, pp. 4.3-4.4);
There is a change in the organisational culture, reduced stress among workers (as they clearly know what the company expects from them) (Valls and Vergueiro, 2006). A culture of continuous improvement, including the use of quality tools to detect, prevent and correct failures is developed (Valls and Vergueiro, 2006).

2.1.1.4 Financial benefits

There are no direct requirements for gaining financial benefits in the ISO 9001 standard, but these benefits can be attained by realising the “customer focus” (Ch. 5.2) and “improvement” (Ch. 8.5) requirements and the underlying quality management principles. Some of the identified financial benefits include reduced operating costs through a reduction in design failures and reworks (Awan and Bhatti, 2003); better organisation of work (Burrill, 1999), reduction of quality costs and increased efficiency (Karapetrovic and Willborn, 2001; Douglas et al., 2003) achieved as a result of enhancing prevention versus correction (BVQI, 2001, pp. 4.3-4.4);

Added value (Karapetrovic and Willborn, 2001), higher profit margins, sales per employee (Douglas et al., 2003) as quality products are being delivered (BVQI, 2001, pp. 4.3-4.4); better financial planning and control (Mathews, 2005); and increased control of costs and expenses and reduced costs of rework and waste (Valls and Vergueiro, 2006).

2.2 Empirical review

A study in the Netherlands on An ISO 9001 quality management system in a hospital: Bureaucracy or just benefits by Jaap et al (2005) concluded that Performance measurements were introduced and give an integrated picture of results. Measurements subsequently lead to
improvement of quality of care and to quality system improvements. The documentation system serves the organization’s needs without leading to bureaucracy. Positive effects on patient safety could be demonstrated compared with ten other hospitals which were not certified.

In Sri-Lanka a study by Sakunthala and Samanthie (2011) on the Impact of ISO 9001 Core Principles on Work Outcomes and Customer Satisfaction in Sri Lankan Manufacturing Organizations concluded that implementation of ISO 9001 has a positive relationship with work outcomes such as job satisfaction, work involvement, organizational commitment as well as customer satisfaction and a negative relationship with turnover intentions.

In Egypt, Magd, (2008), carried out a study on ISO 9001 in the Egyptian manufacturing sector: perceptions and perspectives and concluded that the main motivators for seeking ISO certification were to improve the efficiency of the quality system and to achieve customer satisfaction. The vital benefits perceived from implementing the certificate were improved documentation and improvement in the efficiency of the quality system.

Tigani (2011) studied the Impact of the Implementation of the Quality Management System upon the Perception of the Performance of the Organization's Worker in the governmental and private sectors in the State of Qatar, from the study, the researcher concluded that as per the perception of the participating workers (i.e. Respondents) in the area of study, the Implementation of the Quality Management System has no impact and does not improve the performance of the organizations' workers.
Naveh and Erez (2006) as cited by Tigani 2011) deduced from a survey data that QMS adoption enhances workers' productivity and workers' attention to details. For instance, one of the famous says of the word quality is that doing the right things right first time and every time. If this say properly considered by the organization, or any other guiding body working on its behalf (i.e. consultant or supervisor), in the establishment of the Quality Management System, when mapping the work processes. This will result in strong and effective work procedures that ensure high quality of the produced products or presented services as well as they ease the job of the concerned workers and cut down the time consumed in performing the job. Thus, improve the productivity of the workers.

In India, Ahuja (2012) carried out a study on evaluation of QMS initiatives in Indian industry for enhanced manufacturing performance and concluded that QMS initiatives can significantly contribute towards realization of strategic manufacturing performance improvements for competing in the highly dynamic global marketplace. In today’s highly competitive environment, to be successful and to achieve world-class manufacturing, organizations must possess effective manufacturing strategies. A strategic approach to improve the performance of manufacturing activities is to effectively adapt and implement strategic QMS initiatives in the manufacturing organization.

Closer home, Maluleke (2008) studied the effect of QMS intervention on employees in South African government departments and concluded that a Quality Management System can be used to improve the level of service delivery in the public sector.
In the study, Maluleke (2008) also recommended that for the Quality Management System to be developed, implemented and maintained successfully, Maximization of Performance objectives, Good Leadership, Motivation of staff, Implementation of Change Management, Employee involvement, Long-term Top Management Commitment, Provision of Training, Introduction of Quality Improvement Projects, Measuring Quality Management System Progress and Reward Accomplishment, are the fundamental concepts or principles that should be considered.

2.2.1 Documentation:

Proper documentation is a requirement by QMS and it helps ensure that what is expected is done and corrective actions are taken for any deviations.

Documentation ensures that there are clearer, standardized and simplified work procedures (Magd and Curry, 2003); it also involves a clear job description, an appropriate selection process, accomplishment-based performance standards, outcomes, and measures; effective orientation, education and training, coaching and feedback, periodic performance-development discussions; and an effective compensation and recognition system. When the expectation of an employee is clear then they are able to set goals on how to achieve.

Quality Management System certification requires a focus on performance measures under scoring that an organization's management systems is a valuable, non-tangible asset. The right business performance measures help focus quality management systems to achieve desirable and required results according to ISO 9000 certification standards (Valls and Vergueiro, 2006).
S.L. Tang, C.W. Kam, (1999)," in their survey on ISO 9001 implementation in engineering consultancies in Hong Kong improvements in the administrative system operating between different functional departments were experienced by the consultants due to improved documentation. Although the benefits were slightly below expectation, the QMS had really improved the firm's internal communication and eliminated any possible misunderstanding because the responsibilities and authority attached to each post were clarified.

The survey also argues that professionals might have stronger resistance to documented procedures, paperwork and quality audit at the early stage of certification. The authors consider that once the quality procedures are well established and recognized, the professionals will find the quality manual a useful handbook and will not be further troubled by the quality system.

According to Omer (2011), documentation of all processes as required by ISO 9001 ensures consistency throughout production and accountability of all workers. This also guarantees traceable records are available when needed; documentation of all processes also minimizes the room for error and ensures consistency in productivity and the quality of the produced products or presented services.

2.2.2 Traceability:

Traceability is a word which has received recent prominence through its use in the ISO 9001/BS 5750 quality procedures. In these cases traceability refers specifically to the ability to retrace steps and verify that certain events have taken place. Performance traceability refers to the ability of a system to provide efficient and effective data about progress against plans (Cheng et.al, 1993). A history of past events must be retained in order to analyse trends and variance in
performance. Performance can be measured in terms of the quality and quantity of system or subsystem deliverables within a given time interval.

A well implemented QMS ensures that information is up to date and its well organized, its therefore easy to access the information and identify who is responsible for doing a particular job, this helps reduce time taken to trace past events thus more time is used in carrying out value adding activities hence better employee performance(Cheng et.al, 1993).

The purpose of tracing is to monitor the transition of events within a manufacturing system, which is subject to the effects of uncertainty and complexity, so that managers can know what the current state of the system is, how far it is from its goals, and to enable decisions to be made so that the goals can be achieved (Cheng et.al, 1993).

Traceability methods can be status traceability which provides knowledge about the current situation by providing accurate and timely knowledge of the current situation concerning the manufacturing system and the environment in which it operates (Cheng et.al, 1993).

Status information thus includes all information which characterizes the system and its environment. Typical system status information includes batch sizes, run quantity, transfer quantity, buffer stock sizes, throughput time, available machines, number of operators and engineers, resource utilization, transport time and level of work in progress (Cheng et.al, 1993).

Performance traceability compares status data with plans to evaluate performance which is the ability of a system to provide efficient and effective data about progress against plans. Performance can be measured in terms of the quality and quantity of system or subsystem deliverables within a given time interval (Cheng et.al, 1993). It is necessary also to consider
long-term performance, medium-term performance and short-term performance corresponding to
the three manufacturing system levels of strategy, planning and design, and operations.

Goal traceability reviews the mission as given by the next higher level in order to make decisions
and reschedule activities at the level in question, it reflects the ability to indicate what is needed
to achieve the system's goals and to provide the necessary information to support better decision
making (Cheng et al., 1993). A goal can be a target, a limited objective, a strategy and even an
uncertain event set. One of the most common outcomes of human-operated systems is to lose
sight of the goals in order that this does not happen, the planned performances at each level,
which are also the local goals, are used as the criteria for assessing the deviation from original
goals.

2.2.3 Top management commitment

The International Organization for Standardization (ISO) defines top management as a person or
group of people who direct and control an organization at the highest level (ISO, 2000). The
main objective is to create an environment where people are fully involved and in which a
quality management system (QMS) can operate effectively and make recommendations to
achieve this objective. It is essential for management to commit to their leadership and
participate actively in the formulation and finalization of strategy (Pun, 2001).

Top management commitment is defined as engaging in and maintaining behaviors that help
others achieve a goal (Cooper, 2006)

Top management must also ensure that employees become visibly involved in management
systems implementation. Through quality circles, employees can interactively create and
preserve a social order within the company. It provides the company with some measure of control over the business processes (Pun, 2001).

Top management commitment and employees empowerment is one of the most important and vital principle in total quality management, because it is often assumes to have a strong relationship with customer satisfaction.

Senior management should be willing to allocate significant resources to quality management systems implementation, particularly to make large investments in training.

Evangelos et al (2010), recommends that the top management should first ensure that the firm’s motivation for implementing the standard is internally oriented, rather than being externally oriented. The focus should thus be on modifying the culture of the whole organization (including senior managers, middle managers, and other personnel) with a view to transforming it into an overtly quality-oriented culture. The quality manager should also aim to update the facilities, equipment, and technological resources of the company. Attention to the culture and infrastructure of the organization represent the major critical areas for ensuring that a robust internal environment is created as a foundation for the effective implementation of a QMS.

Top management should focus on the development of human resources. The aim in this regard is to develop an educated workforce of employees who are committed to quality procedures and are empowered to take part in decisions about quality issues. Management should also pay attention to financial resources, time, and paperwork within the organization (Pun, 2001). Management should give attention to the attributes of the external environment in which the company operates. Even if the potential influence of the external environment appears to be very strong,
managers should be aware that a company with a robust internal environment (as a result of having dealt with the above-mentioned critical areas) can improve the external influence of the market on ISO 9001 effectiveness.

From a study carried out by Minjoon et al. (2006), on some come companies between the Mexican and US borders implementing total quality management which is integrated with management quality systems, management leadership was seen as an important aspect. It showed that, significant changes could be brought to an organization, company or institutions, based on the nature of management commitment. Their work resulted to five fundamental hypotheses that relate to the relationship between top management commitments.

Top management commitment has a positive impact on the level of employee empowerment
Top management commitment has a positive relationship on the level of employee training; Top management commitment has a positive impact on teamwork, Top management commitment has a positive relationship on the impact performance appraisal system, Top management commitment has a positive impact on employee compensation system.

According to Ahuja (2012), top management can effectively contribute towards realization of manufacturing performance improvements by providing effective structure for QMS implementation, institutionalizing effective reward and recognition mechanisms in the organization and providing resources for managing change in the organization. It takes appropriate planning and a focused QMS implementation plan, adequately assisted by top management through imbibing organizational cultural improvement over a considerable period of time to realize the true results from the holistic QMS implementation program.
2.2.4 Training

Garavan (1997, p. 41) defines training as “a planned and systematic effort to modify or develop knowledge, skills and attitudes through learning experiences, to achieve effective performance in an activity or a range of activities.”

According to Nair and Prajogo (2009) training all employees regarding total quality concepts and QMS requirements is critical for the success of the system. The employee own it because they have been empowered. The training also acts as a motivation to the employees.

Training is the combination of information-giving and skill practice. Training is more concerned with organizational stability than it is with change. Training can increase the employee’s inventory of skills, it can prepare employees for future growth, it prepares employees to do the job more efficiently and effectively, and it prepares employees to make positive contributions to the overall working environment (Pimtong, 1996; Katz & Kahn, 1978).

Bunney and Dale (1997) suggested that training should be undertaken just-in time and given in such a way that employees can practise what has been taught in a step-by-step manner, specific training needs to be considered for improvement teams, local examples should be made available so that employees can associate with in training, a planned approach should be used for the application of tools and techniques, management understanding needs to be ensured, a single tool/technique should not be expected to be a solution to all issues, facilitators should be made responsible for encouraging the use of tools and techniques in everyday work processes, patience
and persistence need to be practised and finally as many people as possible should be encouraged to become involved in measuring and analysing process performance.

According to Christos (2008), Training programs addressed specific areas and issues that dealt with the workplace and the spectrum of employees’ activities and technical skills. Almost half of the sample companies stated that they train their employees on team working and problem solving methods. The training of employees in applying quality tools and techniques is a practice used extensively by one-third of the companies participating in the study.

Helper et.al (2002) found that attempts to foster employee involvement led to higher wages meant to compensate the incremental effort expended to achieve the requisite higher skill levels. Employees of QMS adopters are often expected to perform discretionary tasks such as documenting new procedures and contributing quality improvement ideas. QMS adopting plants must develop and deploy quality-related training to ensure that employees properly implement new procedures and acquire the skills needed to conduct internal audits and root-cause analyses and continuously improve other procedures.
2.3 Conceptual framework

A theoretical or conceptual framework is defined as any empirical or quasi-empirical theory of social and/or psychological processes, at a variety of levels (e.g. grand, mid-range and explanatory) that can be applied to the understanding of phenomena (Anfara and Mertz, 2006).

![Conceptual Framework Diagram](image)

**Source:** (Researcher, 2013)

**Figure 2.1: Conceptual framework**
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter gives specific procedures which were followed in undertaking the study. The research design, study population, sampling methods and procedures, data collection procedures and instruments, data analysis and reporting and ethical issues are described in this chapter.

3.1 Research Design

A research design is a plan that guides the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). It is the designed and planned nature of observation that distinguishes research from other forms of observations (Terre Blanche & Durrheim 1999). Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money.

The study employed descriptive research design. The major purpose of descriptive research is to provide information on characteristics of a population or phenomenon (Muathe, 2007). Descriptive design is used to obtain information concerning the current status of the phenomena to describe, "What exists" with respect to variables or conditions in a situation.

The methods involved range from the survey, which describes the status quo, the correlation study that investigates the relationship between variables, to developmental studies, which seek to determine changes over time (Muathe, 2007).
3.2 Target population

Target population in statistics is the specific population about which information is desired. A population is a well defined or set of people, services, elements, events, group of things or households that are being investigated (Kothari, 2004). In this study, participants were drawn from those staff members who are regularly exposed to the QMS programme and have something to say about it. The staff included internal auditors for the quality management system, lead auditors trained in various ISO standards and Coca-Cola requirements focus team.

3.3 Sample size and sampling technique

According to Kothari (2004), sample size refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility.

According to Vaughn et al (1996), the aim of the research should be to recruit clearly identified individuals who could best address the purpose and goals of the research. Individuals who are invited to participate in a research must be able and willing to provide the desired information and must be representative of the population of interest, (Hansen, Cottle, Negrine & Newbold: 1998).

According to Kothari (2004), if a population from which a sample is to be drawn does not constitute a homogeneous group, stratified sampling technique is generally applied in order to
obtain a representative sample. Stratified sampling results in more reliable and detailed information.

Stratified sampling was used to select the target group of employees in Nairobi Bottlers Limited. The staff was divided into three strata, that is, internal auditors, Lead auditors and KORE team; the researcher selected 30% respondents from each stratum to make a sample of 36 respondents. Mugenda and Mugenda (1999) recommend sampling percentage of 10% to 30% from the sample population to get the target sample size.

Table 3.1: Sampling table

<table>
<thead>
<tr>
<th>Target population</th>
<th>Total number</th>
<th>30% of the target population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal auditors</td>
<td>47</td>
<td>14</td>
</tr>
<tr>
<td>Lead auditors</td>
<td>23</td>
<td>7</td>
</tr>
<tr>
<td>KORE team members</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>36</td>
</tr>
</tbody>
</table>

3.4 Data Instruments

Primary data according to Kothari (2004) is the data collected a fresh for the first time while secondary data is that data that has already been collected and passed through statistical process. Kothari (2004) explains that primary data is data that is used for a scientific purpose for which it was collected. The researcher used primary data for this study and was collected using
questionnaires; the questionnaires contained closed-ended question and open-ended questions. These questions were accompanied by a list of possible alternatives from which the respondents was able to select the answer that best describes their situation.

The possible alternatives were rated according to the Likert scale. Likert-type 5-point scale, ranges from ‘strongly agree’ to ‘strongly disagree’. The strongest favourable response is scored as 5, whereas the strongest unfavorable response as 1 (Kothari 2004). Closed-ended questions are easier to analyze since they are in an immediate usable form. It’s also time saving and economical because each question is followed by an alternative answer.

3.5 Pilot test
The questionnaire designed by the researcher based on the research questions was pilot tested to refine the questions before it can be administered to the selected sample. A pilot test was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample. Mugenda and Mugenda (1999) asserted that, the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability

3.5.1 Validity
According to Muathe (2007), validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which is employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. To establish the validity of the research instrument the
researcher sought opinions of experts in the field of study especially the lecturers in the department of business administration. This helped to improve the content validity of the data that was collected. It facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

3.5.2 Reliability

Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher selected a pilot group of 15 individuals from the target population to test the reliability of the research instruments. In order to test the reliability of the instruments, internal consistency techniques were applied using Cronbach’s Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2003). The pilot data was not be included in the actual study.

3.6 Data Collection Procedure

The study focused on collecting primary data. Primary data is data which is collected afresh and for the first time, and thus happen to be original in character, Kothari (2004). This type of data is collected from the field and then analysis is done.

In this research, data was collected through interviewing and administration of semi-structured questionnaires, the questionnaires were administered using drop and pick method.

The interviewing method used was personal unstructured interviewing. The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. Personal unstructured interview was applied in this study. This type of interviewing
uses a flexible approach during questioning. Unstructured interviews do not follow a system of pre-determined questions and standardized techniques of recording information, Kothari (2004).

Employee performance in this study was indicated by the satisfaction of internal customers in terms of the aspects of employee performance which include: - Quantity of output, Quality of output, Timeliness of output, Presence at work and Cooperativeness. Interviewing of the internal customers was done to get information on the performance of the employees.

3.7 Data analysis
After data collection, data analysis was done. Data analysis helps summarize the essential features and relationships of data in-order to generalize and determine patterns of behaviour and particular outcomes. This process is important as it makes data sensible. Data analysis tool used is dependent on the type of data to be analyzed depending on whether the data qualitative or quantitative. The quantitative data in this research was analyzed by descriptive statistics using statistical package for social sciences (SPSS) version 21. This version was used since it is the most recent version of SPSS and hence it has got advanced features. The data collected by interviewing was analyzed using content analysis. Descriptive statistics includes mean, frequency, standard deviation and percentages to profile sample characteristics and major patterns emerging from the data. Data was presented in tables, charts and graphs. Completeness of qualitative data collected was checked and cleaned ready for data analysis. Conceptual content analysis was used in processing of this data and results presented in prose form.
CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The main objective of the study was to evaluate the effect of implementation of QMS strategy on employee performance in Nairobi Bottlers Limited.

4.1.1 Response Rate

The study targeted 36 respondents in collecting data with regard to effect of implementation of QMS strategy on employee performance in Nairobi Bottlers Limited. From the study, 31 respondents out of the 36 sample respondents filled-in and returned the questionnaires making a response rate of 86.11%. This reasonable response rate was achieved after the researcher made personal calls and physical visits to remind the respondent to fill-in the questionnaires for the researcher to pick them up.

4.1.3 Reliability analysis

Reliability of the questionnaire was evaluated through Cronbach’s Alpha which measures the internal consistency. The Alpha measures internal consistency by establishing if certain items measure the same construct. Nunnally (1978) established the Alpha value threshold at 0.6 which the study benchmarked against. Cronbach Alpha was established for every objective in order to determine if each scale (objective) would produce consistent results should the research be done later on.
Table 4.1: Reliability Analysis for the variables

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach Alpha</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traceability</td>
<td>0.823</td>
<td>5</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>0.706</td>
<td>5</td>
</tr>
<tr>
<td>Training</td>
<td>0.813</td>
<td>5</td>
</tr>
<tr>
<td>Documentation</td>
<td>0.716</td>
<td>5</td>
</tr>
<tr>
<td><strong>Average (All Scales)</strong></td>
<td><strong>0.765</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

Table 4.1 shows that all the scales were significant, having an Alpha above the prescribed threshold of 0.6. Training had an Alpha of 0.823, traceability scale had an Alpha of 0.813, documentation had an Alpha of 0.716, and top management commitment had an Alpha of 0.706. When all scales were combined, the Cronbach's Alpha became 0.752.

### 4.2 Demographic information

This is the information describing the characteristic of the respondents. They included the gender, education level, age, period the respondents had worked for the organization and position of the respondents in the organization.
4.2.1 Gender of the respondents

The study sought to find out the gender of the respondents.

![Gender of the respondents](image)

Figure 4.1: Gender of the respondents

According to the findings, 52% of the respondents were male while 48% of the respondents were female. This implies that gender equality was observed while choosing the respondents.

4.2.2 Age of the respondents

Age of the respondents was important in the study to ensure that all age brackets, young and old were considered.

Table 4.2: Age of the respondents

<table>
<thead>
<tr>
<th>Age range</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24years</td>
<td>1</td>
<td>2.63</td>
</tr>
<tr>
<td>25-31 years</td>
<td>2</td>
<td>6.58</td>
</tr>
<tr>
<td>32-38 years</td>
<td>12</td>
<td>39.47</td>
</tr>
<tr>
<td>39-45 years</td>
<td>11</td>
<td>35.53</td>
</tr>
<tr>
<td>Above 46 years</td>
<td>5</td>
<td>15.79</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>
From the findings, 39.47% of the respondents were aged 32-38 years and 35.53% were aged 39-45 years. In addition, 15.79% of the respondents were aged above 46 years, 6.58% were aged 25-31 years and 2.63% were aged 18-24 years. This implies that the study was not age biased.

4.2.3 Highest level of education of the respondents

The respondents had attained different levels of education. This is because the level of education may influence the learning ability.

![Bar chart showing highest level of education of the respondents]

<table>
<thead>
<tr>
<th>Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary level</td>
<td>11%</td>
</tr>
<tr>
<td>College</td>
<td>56%</td>
</tr>
<tr>
<td>University</td>
<td>26%</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>7%</td>
</tr>
</tbody>
</table>

Figure 4.2: Highest level of education of the respondents

The study established that 56% of the respondents had reached college level, 26% had reached university level, 11% had reached secondary level and 7% were post graduates.

4.2.4 Period the respondents had worked for the organization

It was important for the study to find out the period the respondents had worked at Nairobi Bottlers Limited.
Figure 4. 3: Period the respondents had worked for the organization

According to the findings, 72.37% of the respondents indicated that they had worked in the company for 5-10 years, 19.74% of the respondents had worked in the company for above 10 years and 7.89% had worked in the company for below 5 years.

4.2.5 Position of the respondents in the organization

The study sought to find out the position of the respondents in the organization.

Table 4. 3: Position of the respondents in the organization

<table>
<thead>
<tr>
<th>Employee position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>2</td>
<td>5.26</td>
</tr>
<tr>
<td>Middle level management (Capability)</td>
<td>5</td>
<td>15.79</td>
</tr>
<tr>
<td>Middle level management (Supervisory)</td>
<td>2</td>
<td>5.26</td>
</tr>
<tr>
<td>Operations staff</td>
<td>10</td>
<td>31.58</td>
</tr>
<tr>
<td>Shop floor staff</td>
<td>12</td>
<td>42.11</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>100.00</td>
</tr>
</tbody>
</table>
According to the findings, 42.11% of the respondents were shop floor staff, 31.58% of the respondents were operations staff, 15.79% of the respondents were middle level management (capability) and 5.26% of the respondents were middle level management (supervisory) and top level management.

The study sought to find out if implementation of quality management systems had affected employee performance in the organization.

![Figure 4.4: Effect of quality management systems on employee performance](image)

According to the findings, 88% of the respondents indicated that implementation of quality management systems had affected employee performance in the organization while 12% indicated that implementation of quality management systems had not affected employee performance in the organization.
4.3 Documentation

Proper documentation is a requirement by ISO 9001 (QMS) and it helps ensure that what is expected is done and corrective actions are taken for any deviations. Documentation ensures that there are clearer, standardized and simplified work procedures.

The study sought to find out extent that having clear job responsibility affected employee performance in the organization.

![Figure 4.5: Effect of clear job responsibility on employee performance](image)

From the findings, 47.37% of the respondents indicated that clear job responsibility affected employee performance in the organization to a very great extent, 39.47% of the respondents indicated that clear job responsibility affected employee performance in the organization to a great extent, 9.21% of the respondents indicated that clear job responsibility affected employee performance in the organization to a moderate extent and 3.95% of the respondents indicated that clear job responsibility affected employee performance in the organization to low extent.
Having clear job responsibility also increased the level employee output as revealed thorough the interview done on the top management. There were improved employee engagement scores since the implementation of QMS in the organization.

The study sought to find out whether by taking corrective action immediately a quality problem was identified affected employee performance.

![Figure 4.6: Effect of taking corrective action immediately on employee performance](image)

According to the findings, 86% of the respondents indicated that taking corrective action immediately a quality problem was identified affected employee performance while 14% of the respondents indicated that taking corrective action immediately a quality problem was identified did not affect employee performance. Documentation ensures that there are clearer, standardized and simplified work procedures (Magd and Curry, 2003); it also involves a clear job description, an appropriate selection process, accomplishment-based performance standards, outcomes, and measures; effective orientation, education and training, coaching and feedback, periodic performance-development discussions; and an effective compensation and recognition system.

The study sought to find out if outlining of work-flow affected employee performance in the organization.
From the findings, 76% of the respondents indicated that outlining of work-flow affected employee performance in the organization while 21% of the respondents indicated that outlining of work-flow did not affect employee performance in the organization. Outlined workflow also improved the timeliness of output as the interview respondents revealed that there are no delays in the expected deliverables from various employees since the implementation of QMS.

4.4 Top management commitment

The International Organization for Standardization (ISO) defines top management as a person or group of people who direct and control an organization at the highest level (ISO, 2000). The main objective is to create an environment where people are fully involved and in which a quality management system (QMS) can operate effectively and make recommendations to achieve this objective.

The study sought to find out the extent that involvement of top management affected employee performance.
Table 4.4: Effect of top management commitment on employee performance

<table>
<thead>
<tr>
<th>Extend of commitment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>12</td>
<td>39.47</td>
</tr>
<tr>
<td>Great extent</td>
<td>16</td>
<td>52.63</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>3</td>
<td>7.89</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

According to the findings, 52.63% of the respondents indicated that top management commitment affected employee performance to a great extent, 39.47% of the respondents indicated that involvement of top management affected employee performance to a very great extent and 7.89% of the respondents indicated that involvement of top management affected employee performance to a moderate extent. From a study carried out by Minjoon et al. (2006), on some companies between the Mexican and US borders implementing total quality management which is integrated with management quality systems, management leadership was seen as an important aspect. It showed that, significant changes could be brought to an organization, company or institutions, based on the nature of management commitment.

The study sought to find out the respondents’ agreement level on the effect of top management commitment on employee performance.
### Table 4.5: Agreement with top management commitment on employee performance

<table>
<thead>
<tr>
<th>Criteria of assessing top management commitment</th>
<th>Mean</th>
<th>Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Managers in our organization are held accountable for achieving quality improvement goals</td>
<td>4.212</td>
<td>0.162</td>
</tr>
<tr>
<td>The company has an effective 'top-down' and 'bottom-up' communication processes</td>
<td>3.671</td>
<td>0.211</td>
</tr>
<tr>
<td>Adequate resources (finance, people and time) are provided for product quality improvements.</td>
<td>4.356</td>
<td>0.309</td>
</tr>
<tr>
<td>Adequate resources (finance, people and time) are provided for process quality improvements</td>
<td>4.682</td>
<td>0.714</td>
</tr>
<tr>
<td>The top management strongly encourages employee involvement in the production process</td>
<td>4.527</td>
<td>0.123</td>
</tr>
</tbody>
</table>

From the findings, the respondents strongly agreed that adequate resources (finance, people and time) are provided for process quality improvements and the top management strongly encourages employee involvement in the production process as shown by a mean of 4.682 and 4.527 respectively. In addition, the respondents agreed that the managers in the organization are held accountable for achieving quality improvement goals, adequate resources (finance, people and time) are provided for product quality improvements and the company has an effective 'top-down' and 'bottom-up' communication processes as shown by a mean of 4.356, 4.212 and 3.671 respectively. Top management must also ensure that employees become visibly involved in management systems implementation. Through quality circles, employees can interactively create and preserve a social order within the company. It provides the company with some measure of control over the business processes (Pun, 2001).
Commitment of top management also improved the quality of output from the employees because of being in touch with what is happening on the ground. The management understands the procedures which are being followed and thus they can question the status of events thus employees don’t wait to be questioned, they report the results and on time.

4.5 Traceability

Traceability refers specifically to the ability to retrace steps and verify that certain events have taken place. Performance traceability refers to the ability of a system to provide efficient and effective data about progress against plans. A history of past events must be retained in order to analyze trends and variance in performance. Performance can be measured in terms of the quality and quantity of system or subsystem deliverables within a given time interval.

The study sought to find out how effective product traceability affected employee performance in the organization.

Table 4.6: Effect of effective traceability on employee performance

<table>
<thead>
<tr>
<th>Extend of the effect of traceability</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>5</td>
<td>15.79</td>
</tr>
<tr>
<td>Great extent</td>
<td>8</td>
<td>26.32</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>10</td>
<td>32.89</td>
</tr>
<tr>
<td>Low extent</td>
<td>6</td>
<td>19.74</td>
</tr>
<tr>
<td>Very low extent</td>
<td>2</td>
<td>5.26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>
According to the findings, 32.89% of the respondents indicated that effective product traceability affected employee performance to a moderate extent, 26.32% of the respondents indicated that effective product traceability affected employee performance to a great extent, 19.74% of the respondents indicated that effective product traceability affected employee performance to a low extent, 15.79% of the respondents indicated that effective product traceability affected employee performance to a very great extent and 5.26% of the respondents indicated that effective product traceability affected employee performance to a very low extent. The purpose of tracing is to monitor the transition of events within a manufacturing system, which is subject to the effects of uncertainty and complexity, so that managers can know what the current state of the system is, how far it is from its goals, and to enable decisions to be made so that the goals can be achieved (Cheng et.al, 1993).

The employees perform their duties diligently because they are aware that since the implementation of QMS it’s possible to trace events to when they happened and the person who was in charge when they happened. This has in turn improved customer and consumer satisfaction as revealed by the interview conducted on the top management. Employees ensure that their output is of good quality and enough quantity to satisfy the consumers and the customer respectively.

The study sought to find out the respondents’ agreement level on the on the effect of traceability on employee performance.
Table 4.7: Agreement with effective product traceability on employee performance

<table>
<thead>
<tr>
<th>Characteristics of the traceability system</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a functioning product traceability system in our organization</td>
<td>3.823</td>
<td>0.371</td>
</tr>
<tr>
<td>Traceability makes it easy to execute my roles in the organization</td>
<td>3.644</td>
<td>0.146</td>
</tr>
</tbody>
</table>

From the findings, the respondents agreed that traceability makes it easy to execute their roles in the organization and there is a functioning product traceability system in the organization as shown by a mean of 3.823 and 3.644 respectively. A well implemented QMS ensures that information is up to date and its well organized, its therefore easy to access the information and identify who is responsible for doing a particular job, this helps reduce time taken to trace past events thus more time is used in carrying out value adding activities hence better employee performance (Cheng et al., 1993).

4.6 Training

Training is a planned and systematic effort to modify or develop knowledge, skills and attitudes through learning experiences, to achieve effective performance in an activity or a range of activities.

The study sought to find out if the respondents felt that training on QMS had an effect on employee performance.
According to the findings, 96% of the respondents indicated that training on QMS had an effect on employee performance while 4% of the respondents indicated that training on QMS did not have an effect on employee performance. According to Nair and Prajogo (2009) training all employees regarding total quality concepts and ISO 9001 requirements is critical for the success of the system.

Employees understand the importance of following the laid down procedures as a result of implementation of QMS in the organization. This makes it easy to know what they are supposed to do where and at what time. This has improved the quantity of output because employees don’t need to keep asking for directions from their superiors.

The study sought to find out the extent that training on QMS had an effect on employee performance.
Table 4.8: Effect of training on QMS on employee performance

<table>
<thead>
<tr>
<th>Extend of the effect of training</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>8</td>
<td>26.32</td>
</tr>
<tr>
<td>Great extent</td>
<td>13</td>
<td>42.11</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>7</td>
<td>22.37</td>
</tr>
<tr>
<td>Low extent</td>
<td>2</td>
<td>5.26</td>
</tr>
<tr>
<td>Very low extent</td>
<td>1</td>
<td>3.95</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

According to the findings, 42.11% of the respondents indicated that QMS affected employee performance to a great extent, 26.32% of the respondents indicated that QMS affected employee performance to a very great extent, 22.37% of the respondents indicated that QMS affected employee performance to a moderate extent, 5.26% of the respondents indicated that QMS affected employee performance to low extent and 3.95% of the respondents indicated that QMS affected employee performance to very low extent. The employees own it because they have been empowered. The training also acts as a motivation to the employees. According to Christos (2008), Training programs addressed specific areas and issues that dealt with the workplace and the spectrum of employees’ activities and technical skills.

The study sought to find out respondents’ agreement level on the effect of training on employee performance.
Table 4. 9: Agreement with effect of training on employee performance

<table>
<thead>
<tr>
<th>Response on various training characteristics</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am trained on the key aspects of QMS (ISO 9001)?</td>
<td>4.691</td>
<td>0.611</td>
</tr>
<tr>
<td>Training on QMS has improved your personal accountability for job performance</td>
<td>4.823</td>
<td>0.343</td>
</tr>
<tr>
<td>The training increased my quality awareness as an employee</td>
<td>4.174</td>
<td>0.212</td>
</tr>
</tbody>
</table>

From the findings, the respondents strongly agreed that training on QMS has improved their personal accountability for job performance and they are trained on the key aspects of QMS as shown by a mean of 4.823 and 4.691 respectively. Helper et.al (2002) found that attempts to foster employee involvement led to higher wages meant to compensate the incremental effort expended to achieve the requisite higher skill levels. In addition, the respondents agreed that the training increased their quality awareness as an employee as shown by a mean of 4.174. Training can increase the employee’s inventory of skills, it can prepare employees for future growth, it prepares employees to do the job more efficiently and effectively, and it prepares employees to make positive contributions to the overall working environment (Pimtong, 1996)
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of Finding

The study found that implementation of Quality Management System leads to improvement of employee performance.

5.2.1 Documentation

The study found that clear job responsibility affected employee performance in the organization to a very great extent. This has also increased the level of employee output since its clear to the employees on what they are expected to do. Taking corrective action immediately when a quality problem is identified affected employee performance. Outlining of work-flow affected employee performance in the organization.

5.2.2 Top management commitment

The study established that top management commitment affected employee performance to a great extent. Adequate resources (finance, people and time) are provided for process quality improvements and the top management strongly encourages employee involvement in the production process. In addition, the managers in the organization are held accountable for
achieving quality improvement goals, adequate resources (finance, people and time) are provided for product quality improvements and the company has an effective 'top-down' and 'bottom-up' communication processes. Commitment of top management also improved the quality of output from the employees because of being in touch with what is happening on the ground. The management understands the procedures which are being followed and thus they can question the status of events thus employees don’t wait to be questioned, they report the results and on time.

5.2.3 Traceability

The study revealed that effective product traceability affected employee performance to a moderate extent. Traceability makes it easy to execute their roles in the organization and there is a functioning product traceability system in the organization. Employees are accountable of what they produce thus they ensure that whatever is produced is of good quality and quantity and this has increased the satisfaction of the customers and consumers.

5.2.4 Training

The study found that training on QMS had an effect on employee performance. QMS affected employee performance to a great extent. Training on QMS has improved their personal accountability for job performance and they are trained on the key aspects of quality management systems. In addition, training increased their quality awareness as an employee. Employees also understand what they are expected to do when and where thus there is no time wasted consulting with their seniors thus more time is spend in producing thus increased quantity of output.
5.3 Conclusion

The findings of this study indicated that implementation of Quality management systems affects employee performance in Nairobi Bottlers Limited in a positive way. This is through implementation of the various aspects of QMS in the organization such as proper documentation, training of staff on QMS, top management commitment and implementation of an effective traceability system. The study found that clear job responsibility affected employee performance in the organization to a very great extent. The study established that commitment of top management affected employee performance to a great extent.

The study also revealed that employees understand the expectations of their jobs/roles due to the well outlined and documented job responsibilities and other procedures. This has increased the level of motivation of the employees as indicated by the improved Employee Engagement Scores. Since implementation of QMS the scores are above 65%.

Top management commitment has improved employee performance since employees know that the management is capable of questioning the status of events based on the established procedures. The employees thus ensure they report diligently and on time thus better output in terms of quality and quantity.

5.4 Recommendations

There are several stakeholders in the food industry the category in which Nairobi Bottlers limited belongs to. The stakeholders include the company management, the employees, shareholders and the government especially the ministry of trade.
The recommendations of this study relate to each of the stakeholders. The management is supposed to ensure full support of the quality management system by ensuring that all the required resources are availed for the sustainability of the quality management system. The management should also ensure that new employees are inducted into the quality management system for them to get to learn how the system was implemented and the benefits which it has generated for the organization. The new employees should also be trained on QMS and be recruited into the team that is in direct touch with the quality management systems. The employees should ensure compliance to the various aspects of the quality management system and make it part of their day to day duties, this will improve the productivity if the employees.

The study also recommends that the shareholders of Nairobi Bottlers limited should frequently review the progress of the quality management system and assess whether it’s yielding the benefits which were expected during the implementation of the system. The study also recommends that the ministry of trade should have a look at the organizations in the food industry which have implemented quality management systems and evaluate the benefits which they have accrued then recommend the system to other related industries.

5.5 Suggestions for Further Research

A similar study could be carried out in other organizations to find out whether the same results will be obtained. The study focused on manufacturing industry thus the same study should be carried out in other industries.
REFERENCES


Muathe SMA (2007), *Research method notes*


APPENDICES

Appendix 1: Questionnaire

DEMOGRAPHIC INFORMATION

1) Gender
   a. Male [ ]  b. Female [ ]

2) Age of the respondents
   a. 18-24 years [ ]  b. 25-31 years [ ]  c. 32-38 years [ ]
   d. 39-45 years [ ]  e. Above 46 years [ ]

3) Level of education
   a. ‘O’ level [ ]  b. College certification/diploma [ ]
   c. Bachelor’s degree [ ]  d. Master’s degree PhD [ ]

4) How long have you worked for the organization?
   a. Below 5 years [ ]  b. 5-10 years [ ]  c. Above 10 years [ ]

5) Position in the organization
   a. Top level management [ ]  b. Middle level management (Capability) [ ]
   c. Middle level management (Supervisory) [ ]  d. Operations staff [ ]
   e. Shop floor staff [ ]

6) In your opinion, has implementation of ISO 9001 affected employee performance in your organization?

..........................................................................................................................
..........................................................................................................................
..........................................................................................................................

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MAIN ISSUES

Part A. Documentation

7) To what extend does having Clear job responsibility affect employee performance in your organization?

- Very great extend ( )
- Great extend ( )
- Moderate extend ( )
- Low extend ( )
- No extend at all ( )

8) Does taking corrective action immediately a quality problem is identified affect employee performance?

- Yes ( )
- No ( )

9) Does outlining of work-flow affect employee performance in your organization?

- Yes ( )
- No ( )

10) How does having work instructions/procedures on various activities affect employee performance in your organization?

- Very great extend ( )
- Great extend ( )
- Moderate extend ( )
- Low extend ( )
- No extend at all ( )

Part B. Top management commitment

11) To what extend does involvement of top management in the above activities affect employee performance?

- Very great extend ( )
- Great extend ( )
- Moderate extend ( )
- Low extend ( )
- No extend at all ( )
12) What is your level of agreement with the following statements on the effect of top management commitment on employee performance? Use a scale of 1-5 where 5=Strongly agree, 4=Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Managers in our organization are held accountable for achieving quality improvement goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our company has an effective 'top-down' and 'bottom-up' communication processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate resources (finance, people and time) are provided for product quality improvements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate resources (finance, people and time) are provided for process quality improvements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our top management strongly encourages employee involvement in the production process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part C. Traceability**

13) How does effective product traceability affect employee performance in your organization?

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Very great extend</th>
<th>Great extend</th>
<th>Moderate extend</th>
<th>Low extend</th>
<th>No extend at all</th>
</tr>
</thead>
</table>

14) What is your level of agreement with the following statements on the effect of traceability on employee performance? Use a scale of 1-5 where 5=Strongly agree, 4=Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree.
There is a functioning product traceability system in our organization

Traceability makes it easy to execute my roles in the organization

**Part D. Training**

15) Do you feel that training on QMS has an effect on employee performance?

Yes ( ) No ( )

16) If yes, to what extent?

Very great extend ( ) Great extend ( )
Moderate extend ( ) Low extend ( ) No extend at all ( )

17) What is your level of agreement with the following statements on the effect of training on employee performance? Use a scale of 1-5 where 5=Strongly agree, 4=Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree.

I am trained on the key aspects of QMS (ISO 9001)?

Training on QMS has improved your personal accountability for job performance

The training increased my quality awareness as an employee

Thank you for your time and participation
Appendix 2: Interview Guide for top management

1. Since QMS was implemented has there been a shift in the performance of employees as pertains the quantity of output, quality of output, timeliness of output, presence at work and co-cooperativeness of the employees?

2. Are employees happy with the requirements which come with the implementation of QMS such documentation, traceability, top management commitment and training?

3. Is there significant shift in terms of following procedures and job requirements as outlined by the various documents?

4. Discussions on employee job performance are they more or there is a significant reduction?

5. Are EES (Employee Engagement Survey scores) better than how they were before the implementation of QMS?

6. Were employees excited by the changes and requirements which come with the implementation of QMS?

7. Is training on key mandatory procedures done for every employee during the initial employee induction?

8. Has implementation of QMS given the organization a competitive edge?

9. Are there hidden costs incurred or saved due to implementation of QMS? If yes, give examples.

10. How does the company handle employees who do not comply with the requirements of QMS even if they have been trained?