TOTAL QUALITY MANAGEMENT PRACTICES AND SERVICE DELIVERY OF 
KENYA PORTS AUTHORITY

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MANAGEMENT) KENYATTA UNIVERSITY

JULY, 2018
DECLARATION

I declare that, this project is my own original work and has not been presented for award of any degree in any university. No part of this project should be reproduced without the authority of the author and/or Kenyatta University.

Signed……………………………….. Date……………………..

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D53/OL/CTY/24781/2014

This research project has been submitted for examination with my approval as the supervisor

Signed……………………………….. Date……………………..

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DEDICATION

This project is dedicated to my beloved wife and all those who have made this research project a success. Thank you for your time and support.
ACKNOWLEDGEMENT

First and foremost I acknowledge the Almighty God for His helping hand in the course of my education. I appreciate the support of my project supervisor Mr. Shadrack Bett and the entire Kenyatta University family, lecturers, classmates and study groups.
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<tbody>
<tr>
<td>ANSI</td>
<td>American National Standards Institute</td>
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<tr>
<td>ASQ</td>
<td>American Society for Quality</td>
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<tr>
<td>CCTV</td>
<td>Closed Circuit television</td>
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<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
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<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<tr>
<td>ECA</td>
<td>Economic Commission for Africa</td>
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<td>EFQM</td>
<td>European Foundation Quality Model</td>
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<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>ICDs</td>
<td>Inland Container Depots</td>
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<td>ISO</td>
<td>International Standard Organization</td>
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<tr>
<td>JIT</td>
<td>Just in Time</td>
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<td>KPA</td>
<td>Kenya Ports Authority</td>
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<tr>
<td>QA</td>
<td>Quality Assurance</td>
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<td>QC</td>
<td>Quality Control</td>
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<tr>
<td>SCM</td>
<td>Supply Chain Management</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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OPERATIONAL DEFINITION OF TERMS

Continuous improvement: this is the incremental and ongoing improvement on the quality and state of a firm’s products and services

Customer orientation: the commitment of an organization towards meeting customer needs and expectations

Employee empowerment: a management strategy that aims to give employees the tools and resources necessary to make confident decisions in the workplace without supervision

Organizational Performance: involves analyzing a company's performance against its objectives and goals
Top management commitment: the direct and dedication of the high level management of a firm to meet a company’s goals and objectives

Total quality management: a management framework based on the belief that an organization can build long-term success by having all its members, from low-level workers to its highest ranking executives, focus on quality improvement and, thus, delivering customer satisfaction.
ABSTRACT
Total quality management requires that all members of the company play a part in adding value in processes, products, services and culture in which they work. This can be attained by combining all quality-related functions and processes throughout the organization. TQM focuses on the overall quality aspects employed by an organization including managing quality design and development, quality control and maintenance, quality improvement and quality assurance. The specific objectives of the study included: to establish the effects of continuous improvement, employee empowerment, top management commitment to quality and customer orientation on service delivery at KPA. The study was based on McGregor’s theory, Goal setting theory and Deming’s Total Quality Management Model. The study used descriptive research. The target population was the staff from the customer relations, administration, operations and human resources departments at the KPA head offices who total to 420. The study used stratified random sampling in choosing 84 respondents from the target population. The study data was primary in nature collected using semi-structured questionnaires, which was analyzed descriptively using SPSS and the results presented in form of charts and tables for interpretation. The findings of the study would provide the management Kenya Ports Authority with better insights on the effects of Total Quality Management on performance of organizations within the Marine sector in Kenya and facilitate the development of strategies to enhance the KPS’s ability to maximize benefits of TQM principles. The study found out that coefficient of correlation R was 0.889 an indication of strong positive correlation with the variables. The found out that customer orientation influenced implementation of performance of KPA. Continuous improvement influenced implementation of performance of KPA. Top management commitment to quality influenced implementation of performance of KPA. Employee empowerment influenced implementation of performance of KPA. The study concludes that Employee empowerment and continuous improvement was employed at KPA was supported in KPA. Systems approach to quality management was embraced at KPA, mutual benefit of suppliers and TQM was highly valued. System approach and continuous improvement was effectively being used in the organization. KPA was subscribed to quality award systems. KPA trained their new employee on the job they were working on. The operation management were careful in service delivery to eradicate risks that might cause them loss in the long run. There was a relationship between the concept of quality management and customer satisfaction. Top management received customer complaints an indication that KPA top management level had a good public relation with clients. The study recommends that employee empowerment and continuous improvement ought to be employed at KPA. Systems approach to quality management ought to be embraced at KPA, mutual benefit of suppliers and TQM ought to be highly utilized by KPA. Top management support ought to be effectively used in the organization. System approach and continuous improvement ought to be effectively used in the organization. The operations management team ought to be keen in service delivery and settle for perfection, thus only a few percentage of the work done ought to be reworked. Top management ought to receive customer complaints for a better public relation with clients.
CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, outlines the statement of the problem, purpose of the study, objectives of the study, research question and justification of the study. It further presents the scope of the study, limitations and delimitations of the study.

1.1 Background of the Study

Competition has forced many organizations to re-evaluate the competitive strategies that enable them to gain competitive advantage, remain relevant and successful in the market. According to Porter (1987), a firm can gain competitive advantage if it is able to create value for its buyers through the strategy of cost leadership, by becoming a low cost producer, the strategy of differentiation by offering a different product, a different delivery system, or using a different marketing approach and focus strategy that enables them to focus on certain market segment.

As global competition has intensified over the last 20 years, process innovation of an enterprise is an inevitable necessity for survival. With today's rapid advances in technology and shortened product life cycle, it is not likely that many companies will have expertise in all the areas necessary to produce competitive goods and services. As a consequence, an increasing number of companies are focusing their attention on both continuous improvement and radical innovation to enhance their manufacturing competitiveness by using newly developed techniques and tools such as Just In Time (JIT) systems, Six Sigma, Lean Manufacturing, Enterprises Resources Planning (ERP), Supply Chain Management (SCM), and Total Quality Management (TQM) (Lee, 2012)
As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for (Whitaker, 1980). Besley and Ghatak (2017) argue that public services are delivered by a nexus of relationships between beneficiaries, politicians and service providers (such as bureaucrats, doctors, and teachers). They insist that it is necessary to analyze the incentives that govern the behavior of politicians and service providers, if services are to match the best interest of the beneficiaries. The authors further argue that the main concern in public service provision is how the obligations of the different parties is defined and enforced. The same view is held by Tamrakar (2010) who states that public service delivery is characterized by compliance with rules and it is determined by inputs. This is evident given the fact that the role of formal contractual relationships is often quite limited or typically absent in public service delivery, when compared to the market (Besley and Ghatak 2017). These authors concluded that public service delivery is based on four key issues:

Total Quality Management, TQM, is a method by which management and employees become involved in the continuous improvement of the production of goods and services. It is a combination of quality and management tools aimed at increasing business and reducing losses due to wasteful practices (Hashmi, 2010). In fact, Total Quality is a description of the culture, attitude and employee involvement to provide customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company’s operations, with processes being done right the first time and defects and waste eradicated from operations
(Peters, 2014). TQM philosophy begins at the top, from the board of directors to the line employees.

In 2013 the Economic Commission for Africa (ECA) states that the public sector plays a crucial role in national development. To remain viable, efficient and effective in responding to the dynamic needs of the citizen, it has to embrace strategies that can enhance improved productivity and the quality of services delivered. It outlined a number of strategies that can be adopted by African governments to enhance public sector performance. These strategies that touch on key requirements for improving the public sector in general and service delivery in particular, are based on the concept of a ‘lean’ government. This means a government that is run in partnership with all stakeholders, and one that focuses on promoting the advancement of the private sector and citizens through a well-managed policy and regulatory environment. The major strategies for improving service delivery as outlined by ECA (2013) are total quality management, organizational strategic management, training and development, and the Lean Six Sigma strategy.

1.1.1 Service Delivery

Municipal Research and Services Centre (2013) defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Whitaker (1980) concurs with this argument and observes that depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself or herself is the principle beneficiary. Whether it is learning new ideas or new skills (education), acquiring healthier habits (health), or changing one's outlook on family or society (social
services), only the individual served can accomplish the change. He or she is a vital co-producer of any personal transformation that occurs (Whitaker, 1980). The service provider or agent can only use his or her skills and conduct activities to facilitate the process. Whitaker further insists that in delivering services, the agent helps the person being served to make the desired sorts of changes by supplying encouragements, suggesting options, illustrating techniques, and providing guidance and advice; but the agent alone cannot bring about the change. Both the citizen and the agent together produce the desired transformation (Whitaker, 1980).

The two dimensions of service performance (technical and functional quality) are compared to the customers’ expectations and eventually the customer has their own service quality perceptions (Chia et al., 2012), which consists of service culture and service process. TQM is not only limited to product quality improvement. It also covers a wider aspect of quality in the service. Previous empirical studies regarding the linkage between. The main focus of TQM as suggested by Ishikawa (1972), Crosby (1979), Deming (1982) and Juran (1988) is to improve overall quality including process quality and service quality (Litton, 2011). Successful TQM implementation would give benefits in improving quality and reducing rework as well as reduction in costs of poor quality such as scrap, rework, late deliveries, warranty, replacement, etc. (Antony et al., 2012).

The importance of quality is a main concern for many organizations, both public and private. Among all quality practices, increasingly organizations have focused on total quality management (TQM). According to Dean and Bowen (2014), the recognition of TQM as a source of competitive advantage has been widely promoted around the world. TQM has also been
conceived by Escrig-Tena (2014) as the most global and advanced approach in the area of quality. With TQM’s main objective being to establish a management system and corporate culture to ensure that customer satisfaction is enhanced, which involves a systematic method for continuous improvement of organizational processes, resulting in high quality products and services (Waldman, 2014), quality systems like TQM could also lead to better service quality and organizational performance (Cook and Verma, 2012). Meeting customer needs still remains economically competitive although automated processes can make an impact on the way services are delivered.

The success of TQM would result in improved employee involvement, improved communication, increased productivity, improved quality and less reworks, improved customer satisfaction, reduced costs of poor quality and improved competitive advantage (Antony et al., 2012). TQM practices. Black and Porter (1996) revealed ten major TQM practices. They are people and customer management, supplier partnerships, communication of improvement information, customer satisfaction orientation, external interface management, and teamwork structures for improvement, operational quality planning, quality improvement measurement systems, and corporate quality culture. Customer focus and continuous improvement are among the principles of quality that has been most written about (Dean & Bowen, 2014). Effective TQM processes can generate marked improvements in both product and service quality which then results in increased customer satisfaction and organization’s profitability (Litton, 2011). By establishing a motivated, customer-oriented management philosophy and practice; internal service quality levels would be more favorable.
1.1.2 Quality Management

According to the American National Standards Institute (ANSI) and the American Society for Quality (ASQ) (1991) TQM is the totality of features and characteristics of a product or service that bears on its ability to satisfy a given need. TQM is an improvement to the outdated way of doing business. It is also a proven method to an assurance of survival in world-class competition (Dale, 1999). TQM is therefore the art of managing the whole to achieve excellence and the implementation of TQM further ensures that organizations change how they perform activities so as to eliminate inefficiency, improve customer satisfaction and achieve the best practice (Porter, 1996).

Quality management involves the formulation of strategies, setting goals and objectives, planning and implementing the plans; and using control system for monitoring feedback and taking corrective actions (Dale, 2017). An organization’s quality management implementations are of two folds: satisfying customers’ expectation and improvement in the overall business efficiency (Dale, 2014). The basic goal of quality management is the elimination of failure, both in the concept and in the reality of products, services and processes (Juran, 1988). This does not only mean that product, services and processes would fail in fulfilling their function but that their function was not what the customer desire. Failure must be prevented in quality management and to handle this there should be planning, organizing and controlling. Dale (2014) identified four stages of quality management. They include inspection, quality control (QC), quality assurance and total quality management (TQM).

Total Quality Management is defined as holistic management philosophy that empowers every member of the organization to strive for continuous improvement in all the functions of an
organization to provide superior customer value and meet customer needs in terms of quality and innovation (Prajogo, 2005). Many researchers have stated that the TQM strategy is a potential useful tool for fostering learning and increasing company’s competitive advantage (Martínez-Lorente and Martínez-Costa, 2008).

TQM practices are Leadership, effective communication, customer focus, supplier’s relations, employee’s empowerment, training and education, continuous improvement and process improvement. If all the practices are well implemented, organization will achieve customer satisfaction, cost effectiveness and defect free work (Peter, 1994). TQM is a customer-oriented management philosophy including improvement of business processes, using statistical process control, identification of required procedures and creating quality policies to adopt the businesses (Kaynak, 2013). The use of quality tools, determination of potential quality problems in the firm, employee training, benchmarking studies lead to businesses focus on customers better, increase productivity and speed of response (Erdil & Kitapci, 2017). Critical factors of total quality management such as leadership, making and inquiry, strategic plan, employee training, teamwork and employee participation to decisions, continuous improvement, giving attention to the quality process, evaluation of quality and operational results and finally provide customer satisfaction (Kocyigit, 2011).

1.1.3 Kenya Ports Authority

Kenya Ports Authority was established on 20th January, 1978 with a mandate to maintain, operate, improve and regulate all scheduled seaports along Kenyan coastline. Kenya Ports Authority manages Port of Mombasa, other small ports: Funzi, Kilifi, Lamu, Malindi, Mtwapa, Shimoni and Vanga, 3 ICDs in Nairobi, Kisumu and Eldoret and Liaison office in Kampala to
cater for transit countries. The port of Mombasa is the transport and logistics hub for the region serving Kenya, Uganda, Rwanda, Burundi, Southern Sudan, Eastern DRC, Northern Tanzania, Ethiopia and Somalia. The port is well connected in the region, with over 33 shipping lines calling and providing direct connectivity to over 80 ports. The port plays a major role in facilitating trade and development of East and Central Africa region. Its Vision is “World class seaports of choice”, Mission is “To facilitate and promote global maritime trade through the provision of competitive port services.” Its core values are customer focus, integrity, teamwork, social responsibility and business objectives are to improve Service Delivery and Customer Satisfaction, enhance Financial Performance, increase cargo throughput, enhanced labour productivity, enhance infrastructural and capital developments and manage business risks.

The main competitors of KPA are the Ports of Durban, Djibouti and Dar es Salaam. Durban boasts of an annual import, export and transshipment of 1.2 million TEUs; a land area of 1854 Ha; a shore line of 21 Km; 57 Berths and a rail network of 302 Km linked to the National Rail Network guaranteeing rapid movement of cargo. Around 80,000 to 90,000 containers move through the port monthly. The Port of Djibouti has a regular liner service connecting about 200 ports in 71 countries. It has a good performance and a high productivity of approximately 28 moves per hour. It has a natural link with the populous Ethiopia, Sudan and the Great Lakes Region. It has an efficient IT system and has lately installed CCTV at strategic points. It is the most centrally located port in the COMESA region. This means therefore, that there is need for KPA to restructure its operational processes in order to meet the challenges posed by this competition (Our Ports, 2006).
1.2 Statement of the Problem

Organizations working in international competition are forced to develop new methods, intellectual approaches and structures in order to ensure competitiveness. In order to improve efficiency, it is not functions or hierarchies which are crucial, but the processes within an organization. This results in aligning organizations with basic processes and renouncing of functions and hierarchies. The public sector has consistently been characterized by persistent operational inefficiency and poor customer services and in order to address the problems of inefficiency in service delivery these organizations are fast adopting TQM in order to make them effective in meeting public demands (Maxwell, 2011). Despite the fact that quality management practices have been recognized by many organization as capable of transforming the quality culture and producing substantial financial results for large size companies, some concerns have been raised about validity of quality management practices to generate real economic gains and or improve financial performance of firms. A number of empirical studies have been conducted since the 1980’s in order to explore the variance between quality management practices and service delivery.

Despite the fact that quality management practices have been recognized by many organization as capable of transforming the quality culture and producing substantial financial results for large size companies, some concerns have been raised about validity of quality management practices to generate real economic gains and or improve financial performance of firms. A number of empirical studies have been conducted since the 1980’s in order to explore the variance between quality management practices and financial performance.
Ugboro, (2011) investigated the application of TQM and found out that despite the fact that quality management has been addressed within a firm, Total Quality Management and its underlying assumptions could also be applicable to strategy management. However the study shows application of TQM in a telecommunication set up, results of which may not be applicable in banking sector. Mwangi, (2013) in his study found that stakeholders including non-governmental organizations continue to focus their attention on education but he does not mention what other areas are for focused on for performance improvement.

A survey was carried out by Moghimi and Anvari (2014) to evaluate the relationship between TQM and financial performance of 40 Iranian cement companies, a descriptive survey was carried out on the effects of TQM on financial performance of cement firms. A sample of 25 cement companies was conducted; qualitative and quantitative data was used. A descriptive statistics method of data analysis was applied. The findings of the study revealed a positive relationship between TQM and financial performance of commercial banks in Iran.

The existing literature shown that research had been done on TQM practices in Kenya higher education a case of University of Nairobi. In order to bridge this gap, an assessment of the TQM practices on business service delivery in Kenyan shipping institutions is urgently needed. Such a study can explore the degree of the effects of TQM practices on overall business service delivery and help identifying problem areas and possible remedies.

1.3 Objectives of the Study

1.3.1 General Objective

The study sought to investigate the effect of total quality management principles on performance of Kenya Ports Authority (KPA)
1.3.2 Specific Objectives

The study was guided by the following objectives;

i. To establish the effects of continuous improvement on performance at Kenya Ports Authority.

ii. To determine the extent to which employee empowerment affects performance of Kenya Ports Authority.

iii. To examine the relationship between top management commitment to quality and Performance of Kenya Ports Authority.

iv. To investigate the effect of customer orientation on service delivery at the Kenya Ports Authority.

1.4 Research Questions

The study sought to address the following questions;

i. What are the effects of continuous improvement on performance at Kenya Ports Authority?

ii. To what extent does employee empowerment affect performance of Kenya Ports Authority?

iii. What is the relationship between top management commitment to quality and Performance of Kenya Ports Authority?

iv. How does customer orientation affect quality service delivery at the Kenya Ports Authority?
1.5 Significance of the Study

The findings of the study would provide the management Kenya Ports Authority with better insights on the effects of Total Quality Management on performance of organizations within the Marine sector in Kenya and facilitate the development of strategies to enhance the KPS’s ability to maximize benefits of TQM principles. The findings of the study would also be of significance to the other Public entities in the marine sector as they would be able to appreciate the role of TQM principles in enhancing companies’ operational and financial efficiency, while making effort to constantly improve performance.

The results of the study would also be of particular importance to other individual experts and professional bodies in advising them and encourage human resource managers to leverage on the implementation of TQM principles to enhance organizational performance. The study would also provide the background information to research organizations and scholars who would want to carry out further research in this area.

1.6 Scope of the Study

This research sought to establish the influence of total quality management principles on the performance of KPA. The study specifically sought to establish the effect of continuous improvement, employee empowerment, top management commitment to quality and customer orientation on the performance of Kenya Ports Authority. The study was confined to the KPA headquarters in Mombasa. The respondents were the management employees at the port management facility. The performance of the firm was analyzed for the last five years (2013-2017)
1.7 Limitations of the Study

Due to organizational policies, the respondents may be unwilling to divulge information they deemed sensitive. However, the researcher endeavored to ensure that the intention for the acquisition of this information was for knowledge creation and stood to benefit them all. Some respondents may not fill the questionnaires as they may opt out of the exercise. To mitigate the occurrence of blank questionnaires, the researcher ensured that the questionnaires were issued to managers directly to managers thus reducing chances of having blank questionnaires. Respondents might not be truthful and honest enough. In this case, the researcher took the task of creating confidentiality among the respondents by assuring them that the study was purely academic and no names were recorded for anonymity purposes.

1.8 Organization of the Study

The project comprises of five chapters. Chapter one involved background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, limitation of the study and organization of the study. In chapter two literature review examined the introduction, theoretical review: institutional theory and Resource based view theory. Empirical review includes; project planning, monitoring and evaluation and stakeholder participation and Conceptual Framework.

Chapter three dealt with research methodology under; Introduction, research design, target population, sampling design, rationale for sample selection, data collection instruments, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four dealt with data presentation and analysis while chapter five dealt with summary of the findings, conclusion, recommendation for the study and suggestions for further studies.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of various literature related to the area of study. Empirical literature covers, customer orientation, continuous improvement, employee empowerment and top management commitment to quality and how they affect organizational performance. Theories of service delivery and quality management are reviewed. A summary of literature reviewed and research gaps are done and a conceptual framework developed to illustrate the relationship between variables.

2.2 Theoretical Review

Theoretical framework is a conceptual model of how one makes logical sense of the relationship among the several factors that have been identified as important to the problem (Sekaran, 2013). The study is anchored on the McGregor’s Theory of X and Y, Goal Setting Theory and Deming’s TQM Model.

2.2.1 Goal Setting Theory

In the late 1960s, Edwin Locke proposed that the intentions to work towards a goal are a major source of work motivation. Goals tell an employee what needs to be done and how much effort needs to be expended. Goal setting theory supports the value of goals because specific goals increase performance (Robbins, Judge & Campbell 2010). Difficult goals, when accepted, result in higher performance than do easy goals; and that feedback leads to higher performance than nonfeedback. According to Pride, Hughes and Kapoor (2010), goals should be very
specific, moderately difficult and employees should be committed to achieve this goals. Rewards should be tied in together with the goals so as to enhance performance at the work place. Specific goals produce a high level of output than generalized goals, this is because the specificity of goals itself acts as an internal stimulus. If factors such as acceptance of goals are held constant, we can also state that the more difficult goals are, the high the level of performance.

According to Robbins, Judge and Campbell (2010), once a hard task is accepted, the employee is expected to exert a high level of effort to achieve it. They further indicated that people do better when they get feedback on how well they are progressing towards their goals because feedback helps to identify discrepancies between what they have done and what they want to do; feedback therefore is a guide to behaviour. Self-generated feedback, for which employees are able to monitor their own progress has been shown to be a more powerful motivator than externally generated feedback.

Companies that want to further their mission, do so by setting realistic goals (Aguinis, 2013). According to Aguinis the purpose of setting goals is to formalize statements about which the organization hopes to achieve, he further asserts that setting goals provides more specific information regarding how the mission would be implemented. Goals can be a source of motivation since it provides employees with tangible targets for which to strive (Aguinis, 2013).

2.2.2 Deming’s Total Quality Management Philosophy Model

This model was developed by W. Edwards Deming in 1992. One of TQM models is Deming total quality management philosophy is his famous 14 points. Deming developed the following
fourteen points for managing the improvement of quality, productivity, and competitive position: Create constancy of purpose for improving products and service, adopt the new philosophy, cease dependence on inspection to achieve quality, end the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier, improve constantly and forever every process for planning, production, and service. Institute training on the job, adopt and institute leadership, drive out fear, break down barriers between staff areas, eliminate slogans, exhortations, targets for the workforce, eliminate numerical quotas for the workforce and numerical goals for management, remove barriers that rob people of pride in their work, eliminate the annual rating or merit system, institute a vigorous program of education and self-improvement for everyone and finally put everybody in the company to work to accomplish the transformation. Deming believed productivity improves as variability decreases, and you must use statistical methods to control quality. He advocated the use of statistics to measure performance in all areas, not just conformance to product specifications. Furthermore, he argued that it is not enough to meet specifications; you must keep working to reduce the variations as well. Deming was extremely critical of the U.S. approach to business management and was a leader of philosophy of total quality management.

2.2.3 McGregor’s Theory X and Theory Y

Theory X and Theory Y was an idea devised by Douglas McGregor in his 1960 book “The Human Side of Enterprise”. It encapsulated a fundamental distinction between management styles and has formed the basis for much subsequent writing on the subject (Cohen, 2005). Theory X is an authoritarian style where the emphasis is on productivity, on the concept of a fair
day's work and on rewards for performance (Minogue, 2016). It reflects an underlying belief that management must counteract an inherent human tendency to avoid work (Shawcross, 2013).

Theory Y is a participative style of management which assumes that people have a desire to and should be able to contribute to the decision making process, they would organize themselves and would take responsibility if they are trusted to do so, poor performance is most probably due to boring, repetitive and tedious work or poor management and that they enjoy work, sought satisfaction from work and have many different and complex needs (Kithinji & Gelase, 2016). It is management's main task in such a system to maximize that commitment.

Theory X assumes that individuals are lazy, do not like work and are primarily motivated by money, they need to be closely supervised and controlled or they would underperform, they do not care and are not interested in the needs of the business, they lack ambition and that they have no desire or ability to assist in the decision-making process or to take on any responsibility (Osborne & Gaebler, 2012). They always have a ready-made excuse for failure - the innate limitations of all human resources.

Theory Y, however, assumes that individuals go to work of their own accord. People would work without prodding; it has been their fate since Adam and Eve were banished from the Garden of Eden (Owens, 2013). Theory Y gives management no easy excuses for failure. It challenges managers “to innovate, to discover new ways of organizing and directing human effort, even though we recognize that the perfect organization, like the perfect vacuum, is practically out of reach” (World Bank, 2013). McGregor urged companies to adopt theory Y. because he believed, could motivate human beings to the highest levels of achievement. Theory X merely satisfied
their lower-level physical needs and could not hope to be as productive. “Man is a wanting animal,” wrote McGregor, “as soon as one of his needs is satisfied another appears in its place” (Ackerman, 2013).

Theory Y in its extreme form does not work well. All individuals, however independent and mature, need some form of structure around them and some direction from others. Theory Y can also be criticized for its “inhumanity” to the weak, and to those not capable of a high level of self-motivation. According to Theory Y, people don't hate work. It's as natural as rest or play. They don't have to be forced or threatened. If they commit themselves to mutual objectives, they'll drive themselves more effectively than they can be driven by management. But they'll commit themselves only to the extent they can see ways of satisfying their ego and development needs (CIDA, 2011).

In this study, the application of theory X views an organization composed of different categories of employees. All these groups of people need some form of control mechanisms as a means of achieving the desired organizational goals and objectives. Theory Y on the other hand views an organization with a leader able to apply leadership skills so as to gain willing cooperation from employees through the use of rules and regulations set by management.

2.3 Empirical Literature Review

This section analyzes relevant and related empirical studies on total quality management practices selected and service delivery to inform the research gap.
2.3.1 Employee Empowerment and Service Delivery

Herrenkohlet al. (2013) in their study on role of employee capacity building on service delivery indicated that empowering employees makes them to be more proactive and self-sufficient in assisting an organization to achieve its goals. Due to the role of the employees in service organizations and the value customers place on Service quality, the management would have to adopt a system or approach that can yield satisfactory results.

Employee empowerment/workforce management is a crucial factor in the achievement of any organizational goal. According to Kathaara, 2014, Fening et al. (2013) and Oduor (2015), employee participation in quality practices is crucial in achieving quality improvement. Employee empowerment entails promoting teamwork, providing the necessary training to employees and ensuring total employee involvement in the making of quality decisions (Kaynak, 2003 as cited in Oduor, 2015). It is crucial to note that the success of any TQM program highly depends on the participation of employees in the entire TQM process.

Looy et al. (2013,) further indicated that there are basically two approaches that a company can choose to adopt, the traditional method of delegation or the empowerment approach. a) The production line approach: the industrial way of delivering services, is characterized by simplification of tasks, clear division of labor, substitution of equipment and systems for employees, and little decision-making discretion afforded to employees. b) Empowered approach: less emphasis is put on the systems surrounding the service employees, who are given more discretion and autonomy. Many studies have shown that due to the nature of services, either of the two approaches tends to have a distinct impact on the service delivery process, customer perceived service quality, the service quality, customer satisfaction, employee, and the
customer. This is also because Service organizations in contrast to organizations that are into the production of physical goods have a different approach and contact method with their customers which is more personal; hence the issue of empowerment as regards to how employees are equipped to make independent decisions regarding customer service. However, Grönroos (2011) views employee empowerment as a part of the internal marketing process in an organization which when correctly implemented can have a decisive impact on job satisfaction of employees which may in turn improve the part-time marketing impact of employees in customer -contact.

According to Looy et al.(2013) on the study of employee empowerment and service quality in the public sector in Malaysia, indicates that employee empowerment assists in providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints and hence improves their ability to offer quality and timely service.

Many service management literatures suggest employee empowerment benefits as related to both customer and employee satisfactions. As listed by Grönroos (2011) that the benefits are: Quicker and more direct response to customer needs: customers experience spontaneity and willingness to help by the employees at unusual circumstances compared to the traditional mode of having to wait for a decision by a supervisor. This has an effect on perceived service quality. Quicker and more direct response to dis-satisfied customers in service recovery: like as above employees are able to help them recover in event of service failure without the supervisors’ intervention. Employees are more satisfied with their jobs and feel better about themselves: the feeling of job ownership leads to less job absenteeism and reduced employee turnover. Employees would treat customers more enthusiastically: considering the motivating effect of empowerment, they become enthusiastic part-time marketers. Empowered employees can be a valuable source of
new ideas: as a result of direct customer contacts they have insights into customer problems, ideas and wishes which they can share with management to facilitate improvements. Empowered employees are instrumental to creating good word of mouth referrals and increasing customer retention: as a result of serving customers in a quick, skillful and service-oriented manner, surprising them and making them spread good word of mouth and stay with the same service provider

2.3.2 Customer Orientation and Service Delivery

According to Deming (2006), customers see quality as the capacity to satisfy their needs and wants. This also agrees with the concept by Gilmore (2011) who considers quality to mean the degree to which a specific product satisfies the wants of a specific consumer. Historically, the philosophy of Total Quality Management (TQM) and customer orientation can be traced back to the period just after the 2nd world war, led by Edward Deming. Per historical records, Americans did not take the concept seriously until the Japanese who adopted it in 1950 to resurrect their post-war business and industry used it to dominate world markets by 1980. It's a philosophy that focuses relentlessly on the needs of the customer, both internal and external, realigns the organization from detection to prevention and aims to improve continuously using statistical monitoring.

According to Susskind et al (2013), customer orientation creates a desire by an employee to help customers meet their needs during the performance of organizational tasks. Due to the philosophical nature of customer orientation (Saxe and Weitz, 1982), we expect it to drive the behavioral aspects of employees’ service orientation behaviors. Despite the amount of research
conducted into the customer orientation construct (Brown et al., 2012; Periatt et al., 2014), the question of how customer orientation influences perceived organizational performance from the customers’ perspective is still very much under researched (Brady & Cronin, 2011).

A customer-oriented behavior is the ability of the service provider to help consumers, which leads not only to an increase in customer satisfaction and a positive relationship with employee performance (Boles et al. 2011, Brown et al. 2012) but also a level of emotional commitment to the organization of these consumers, and more importantly, for retaining these consumers, especially in the case of services with high interaction, as seen in the hotel industry. Research has shown that customer orientation has positive effects on sales performance, quality perception by the consumer, and construction of buyer-seller relationships and customer satisfaction. This is an essential factor for success in organizations in the service sector (Castellanos-Verdugo et al., 2013).

In the analysis of observations of their research, Brigs et al. (2017) suggest that most customers were not looking for excellence reflected in a clean, pleasant staff, accurate and value for money. Many customers were emphasized that "the little things that count" an aspect capable of exceeding customer expectations. Customers seem to be very happy when they experience a useful service, friendly and helpful, it also provides accurate and represents value for money. Customer orientation focuses primarily on the realization of the interests and needs of customers and deliver appropriate solutions to their requests (Bellou 2013).

Nevertheless, in an environment of high contact as the hotel industry, the physical evidence (tangible) gives strong clues as to the quality of the service provider to communicate a message
to the customer about the establishment before and during the meeting, and strongly influences assessing the overall experience (Briggs et al., 2017; Lovelock and Wright 2011). Brady and Cronin (2011) by proposing a new hierarchical approach to the measurement of service quality from an empirical and qualitative research, conclude that the construction of quality of service is consistent with a model that links perceptions of service quality in three actionable dimensions, named as: results, interaction and environmental quality. The dimension interaction for example, has three sub dimensions named attitude, behavior and expertise that are directly related to the behavior of the employee.

In her hypothesis, Bellou (2013) raised the positive relationship between customer orientation, learning orientation and the quality of service delivered to patients in a hospital. In the results, the author reinforces the positive relationship between perceived service quality and customer orientation, both internal and external. The results also indicate that employees tend to identify and customer orientation as factors that are important to improve patients' experience with healthcare. For Brunner-Sperdin et al. (2012), in addition to the service environment, the role of human factors in providing high quality service has been widely recognized in the literature. Employees who are in direct contact with consumers are able to substantially affect the perception of customers in service environments. Thus, customer satisfaction, loyalty or evasive behavior is strongly influenced both by the appearance of frontline employees as their competence and behavior.

In defining their hypotheses, Castellanos-Verdugo et al. (2013) makes some comments about the quality of the relationship between consumer and service provider. The first is customer orientation, referred to as an organization and the individuals within it concentrated its efforts to
understand and satisfy customers. The customer orientation, thus can be defined as the tendency or predisposition of employees to meet the needs of customers in the context of service provision (Brown et al., 2012). Naseem et al. (2011) point out that in their results that, although it is essential to anticipate the needs of customers in each phase of service, it is also important to meet their expectations. Moreover, the quality of service provided by attendants, their techniques for dealing with customers and flexibility influence the feeling of gratification by customers.

Based on service-oriented culture as a main foundation for development and delivery of high-quality services, Nóbrega (2013) developed the concept of a sense of service and servant company, concepts required for organizations who want to achieve excellence in service quality directed to their customers. In his research, Nóbrega (2013) highlighted the intangible aspects of services as a way of differentiating against competitors. From the characteristics of the individual servant, the constituents of the servant company are developed: servant behavior (individual); strategy servant; server products; server processes, server and servant leadership culture.

2.3.3 Top Management Commitment and Service Delivery

Pheny and Teo (2013) observed that top management must communicate TQM to the entire organization to create awareness, interest, desire and action. They should provide the quality vision and create a cultural change within the organisation. They should organize for trainings, empower others by allowing them to grow, delegate authority and recognize them for quality achievements. Top management must allocate resources and partner with suppliers for sharing of information in terms of new innovations and technology in the market for quality materials.
Top management acts as a driver of quality management implementation, effective service delivery, creating values, goals and systems to satisfy customer expectations and to improve an organization’s performance. The clarity of quality goals for an organization determines the effectiveness of service delivery efforts (Stalk, G, Evans, P. 1992). Top management should demonstrate commitment to service delivery by providing adequate resources to the implementation of quality management efforts, particularly considerable investment in human and financial resources (Chapman, 1991).

Strong commitment from the top management is vital in quality service delivery and leading to higher quality performance and customer satisfaction. Most of the researchers consented to this notion Saraphet al. (1989) Flynn et al. (2015 Senior management acts a driver of TQM implementation establishing values, goals, and systems to satisfy customers, need and expectations and improve organizational performance Ahireet al. (1996). EFQM award, the Malcolm Baldrige Quality Award and king Abdulla II Award. Anderson et al (2014) explained the concept of leadership as: The ability of top management to establish a practice, and lead a long-term vision for the firm, driven by changing customer requirements.

According to Juran(2013) the roles of top management identified as; establish quality policies, establish and deploy quality goals, provide resources, provide problem-oriented training, and improvement. Therefore, there is very strong evidence that the leadership factor is relevant in a quality management such as top management accepts quality responsibility, evaluated on quality, participate in quality improvement efforts, makes strategies and goals for quality; alignment of IS- strategy with business strategy; considering market demands and consumer needs; and organizational performance and profitability (Saraphet al 1989; Flynn et al ., 2014, 2015 ,
Ahire et al., 1996; Anderson et al., 2015; Black and Porter, 1996; Crosby, 1979; Deming, 1986; Juran & Gryna, 2013; Kaynak, 2013; Powel 2015; Prajogo & Sohal, 2013; Rao et al., 2013; Sila & Ebrahimpour, 2005; Wilson & Collier, 2010). Leadership is important in influencing groups of people and mobilizing resources. Effective leadership promotes the strategic direction of the company to achieve customer satisfaction and business results. Therefore, the authors propose that management level has positive effects of human resource, suppliers’ management, and design management.

Management leadership is considered to be another major driver of TQM and it has a significant influence on determining whether or not a TQM program can be implemented effectively (Soltani, 2005) Management leadership in fact, refers to how management level guides and supervises personnel of a firm in an appropriate manner. Management level provides the necessary resources for training employees to meet the new requirements and/or changes that are resulted from TQM implementation, and consequently, creates a work environment which is conducive to employee involvement in the process of changes (Kaynak, 2014; and Wilson & Collier, 2010).

In addition, effective management leadership is critical to influence the decision of selecting qualified suppliers and certifying suppliers for quality materials (Flynn et al., 2015; and Trent & Monezka, 2013). Management level is also responsible for mentoring product design and considering and market demands & consumer needs (Deming, 1986; and Flynn et al., 2015). In other words, the focus of management is essential for firms to produce goods that are manufacturable and meet the needs of customers (Flynn et al., 2015). In conclusion, management level plays a significant role on conducting organizational operation and also highly
influences the decision making and resource allocation processes for supplier management and design management, respectively. Therefore, the authors propose that management level has positive effects on human resource, suppliers; management, and design management.

### 2.3.4 Continuous Improvement and Service Delivery

Continuous improvement most often involves creating a team that includes representatives from all areas of the company. The team first spends time learning about their company and other companies (benchmarking is common during this phase). The necessary quantitative data is created (McManus, 2009). The team then proposes solutions to management and begins to implement those solutions. When that is achieved, follow-up mechanisms must be put in place that seeks additional improvements as time goes by. The team might change members with the passage of time, but hopefully become an established and accepted part of the company even as its schedule changes. If the plans are executed as planned the team would achieve improved quality because of its initial efforts (Kinni and Theodore, 2015). This can attract more employees into this concept which in turn leads to the continued search for more improvements and thus continuous improvements (Joiner and Brian, 2017).

Total quality management involves the design into the process of production, a system of continuous improvement. This contains regular cycles of planning, execution and evaluation (Moffatto and Fanizzolo, 2015). According to Oakland (2013) the focus on continuous improvement would lead to the formation of formidable team whose membership is determined by their work on the detailed knowledge of the process, and their ability to take improvement action; TQM is concerned with the continuous improvement in all the process of production,
from the level of planning and decision making to the execution of work by the front-line staff. The principle behind the idea of continuous improvement is basically the idea that mistakes can be avoided and defects can be prevented. According to Stahl (2015), continuous improvement refers to the constant refinement and improvement of products, services and organizational system to yield improved value to customers.” He further explained that the continuous look for ways in improving quality of products or services in the absence of customers complain may prevent a future problem.

The continuous improvement process aims to identify and eliminate the cause of a mistake in ordinary to prevent its reoccurrence. Fuentes – Fuentes et al, (2014) explained that organizations operating in a dynamic environment are liable to carry up continuous improvement in its operation; they explained that the face of competition changes faster in this environment as a result of the changes in customers’ needs, competitor’s activities and service / product innovation. In the literature Bell and Burnham (1989); Choi, (2015) Daft, (2016); Ettkin et al., (2010), employee training is clearly identified as a critical component of workforce management when implementing significant changes in an organization.

If it is to be effective, that is transform employees into creative problem solvers, training in quality-related issues should emphasize problem solving in small groups, effective communication, and statistical process control (Flynn et al., 2014). Workforce training in the techniques necessary for improving processes must be continuous if the improvement effort is to be sustained, for an ongoing training program would help employees discover innovative ways to improve the organization Choi (2015) and shoulder more of the responsibility for effecting improvements (Adebanjo and Kehoe, 2013; and Ho et al., 2013). The authors of several studies
Bonito (2010); Daft (2016); Easton and Jarrell (2016); Forsa and Flippini (2016); Hack man and Wage man (2015); Holpp (2014) argue forcefully that the number of skills employees need to be productive workers is correlated positively with the level of engagement employees have with their jobs. It would seem reasonable, then, to expect that an increase in training would produce a corresponding increase in employee involvement with their jobs and in increased awareness of quality – related issues.

To manage quality employees must effectively measure and make use of quality data in a timely manner, and to do this they need to be trained in the use of quality improvement tools (Ahire and Dreyfus, 2010; and Ho et al., 2013). Training and employee relations (the latter is discussed in the following section) through quality data and reporting (Ho et al., 2011). Collecting and using quality data are impossible without training, but training alone would not sustain an improvement effort: employees must receive quality data in a timely manner and use it effectively.

2.4 Summary of Literature Reviewed and Gaps

Table 2.1: Summary of Literature and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Findings</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dale (2013)</td>
<td>TQM and firm performance in India</td>
<td>TQM is centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all</td>
<td>The study did not clearly indicate the effect of TQM on performance and was done in India</td>
</tr>
<tr>
<td>Authors</td>
<td>Study Description</td>
<td>Findings</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Haaret al (2016)</td>
<td>Customer focus and service delivery among firms in Taiwan</td>
<td>Customer retention and increase in market share are influenced through successful implementation of TQM</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The study indicates that TQM plays a significant role in customer retention but did not portray the effect customer focus has on firm performance</td>
<td></td>
</tr>
<tr>
<td>Krajewski &amp; Ritzman (2011)</td>
<td>Continuous improvement of process and product quality among firms in the manufacturing sector in Pakistan</td>
<td>Continuous improvement promotes improved service delivery and product quality</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The study was done in the manufacturing sector in Pakistan while the current is on the public sector in Kenya</td>
<td></td>
</tr>
<tr>
<td>Ahire &amp; Drefus (2010)</td>
<td>TQM and firm performance in the service industry in Britain</td>
<td>TQM promotes lean and efficient service delivery</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The study was on TQM in general while the current one is specific</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher, 2018

2.5 Conceptual Framework

A conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/ synthetical aspects of a process or system being conceived. It is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. The interconnection of independent and dependent variables completes the framework for certain expected outcomes.
Independent Variables

TQM practices

- Employee Empowerment
  - Training and development
  - Compensation and rewards

- Customer Orientation
  - Relevant products and services
  - Customer royalty

- Top Management Commitment
  - Availability of resources
  - Customer focused support system

- Continuous Improvement
  - Plan-Do-Act-Check
  - Lean operation
  - Incorporation of employee ideas

Dependent Variable

Service Delivery

Service Delivery in KPA

- Quality
- Timely

Figure 2.1: Conceptual Framework
Source: Author (2018)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the study design, target population, sample design and sampling technique. It also presents data collection instruments and procedure, ethical considerations and data analysis.

3.2 Research Design

This study adopted a descriptive research design. Descriptive research studies are those that are concerned with describing the characteristics of a particular individual or of a group whereas diagnostic research studies determine the frequency with which something occurs or its association with something else. The studies concerning whether certain variables are associated are examples of diagnostic research studies.

3.3 Target Population

The target population was staff of Kenya Airports Authority, Mombasa. It considered staff in four major departments that deal with operations and that must put in place quality management practices to enhance or improve service delivery. The departments are as indicated in Table 3.1.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Population Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Relations</td>
<td>80</td>
<td>19.0</td>
</tr>
<tr>
<td>Administration</td>
<td>150</td>
<td>35.7</td>
</tr>
<tr>
<td>Operations</td>
<td>100</td>
<td>23.8</td>
</tr>
<tr>
<td>Human Resources</td>
<td>90</td>
<td>21.5</td>
</tr>
<tr>
<td>Total</td>
<td>420</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: KPA, 2018
3.5 Sampling Design

The study employed stratified random sampling technique. The researcher used random numbers to ensure each stratum was properly represented so that the sample size drawn from the stratum was proportionate to the stratum’s share of the total population. In stratified sampling Mugenda and Mugenda (2013) argued that subjects were selected in such a way that the existing subgroups in the population were more or less reproduced in the sample. From the target population of 420 staff, the researcher picked a sample of 20% using stratified random sampling resulting to a sample size of 84 respondents as indicated in Table 3.2.

<table>
<thead>
<tr>
<th>Department</th>
<th>Population Frequency</th>
<th>Sample Rate</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Relations</td>
<td>80</td>
<td>0.2</td>
<td>16</td>
</tr>
<tr>
<td>Administration</td>
<td>150</td>
<td>0.2</td>
<td>30</td>
</tr>
<tr>
<td>Operations</td>
<td>100</td>
<td>0.2</td>
<td>20</td>
</tr>
<tr>
<td>Human Resources</td>
<td>90</td>
<td>0.2</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>420</td>
<td>0.2</td>
<td>84</td>
</tr>
</tbody>
</table>

Source: Researcher, 2018

3.6 Data Collection Instrument and Procedure

The study used structured questionnaires in data collection. The questionnaires contained open ended and closed ended questions. Each type of question addressed the specific objectives of the study. Open ended questions enabled respondents to provide their own answers to the questions (Babbie, 2016). The closed ended questions enabled respondents to select an answer from among a list provided by the researcher to obtain background information.

To undertake data collection, authorization was sought from KPA head office to conduct this research. Before data collection, two research assistants were trained on data collection. Questionnaires were then prepared and numbered to correspond with the sample size of 150
respondents by the researcher together with his two assistants. They then dropped the questionnaires which were picked after one week. Before collecting the questionnaires, they were checked for completeness.

3.7 Validity and Reliability of the study

3.7.1 Validity

Validity is a measure of the degree to which data obtained from the instrument accurately and meaningfully represent the theoretical concept and in particular how the data represents the variables. Where validity has been established, any inferences made from such data will be accurate and meaningful (Mugenda & Mugenda, 2013). The validity of a study increases by using various sources of evidence (Yin, 2013). A pilot study was conducted at the Kenya Maritime Authority to enable improve on the research instruments. The first phase of this research employed the econometric technique to investigate the relationship between TQM principles and firm performance. The data was collected from the management employees at KPA. This issue confirmed the validity of the data and relevant results.

3.7.2 Reliability

To establish the reliability and validity of the research instrument the study sought for opinions of experts in the field of study, especially the study’s supervisor and lecturers in the school of business. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

Cronbach’s Alpha was applied to measure the co-efficient of internal consistency and therefore the reliability of the instrument. In order to check reliability of the results, the study
used Cronbach’s alpha methodology, which was based on internal consistency. Cronbach’s alpha measures the average of measurable items and its correlation. SPSS software was used to verify the reliability of collected data. Overall scales’ reliability of the present situation and the desirable situation was tested by Cronbach's alpha, which should be above the acceptable level of 0.70 (Hair et al., 2016). Alpha above the value of 0.7 is considered acceptable (George & Mallery, 2013). The reliability test results were as presented below;

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number of Items</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Empowerment</td>
<td>5</td>
<td>.895</td>
</tr>
<tr>
<td>Customer Orientation</td>
<td>5</td>
<td>.902</td>
</tr>
<tr>
<td>Top Management Commitment</td>
<td>5</td>
<td>.877</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>5</td>
<td>.826</td>
</tr>
</tbody>
</table>

The study established that employee empowerment had a Cronbach alpha of 0.895, customer orientation had a Cronbach alpha of 0.902, top management commitment had a Cronbach alpha of 0.877 and continuous improvement had a Cronbach alpha of 0.826. This shows that all the variables had a Cronbach alpha of above 0.7 an indication that the research instruments were reliable for the study. This agrees with George and Mallery (2013) who states that an alpha coefficient of above the value of 0.7 is considered acceptable.

3.8 Data analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version 22) and presented through percentages, means, standard deviations and
frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing the percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS (Version 22) to communicate research findings. Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open-ended questions. In addition, the study conducted a multiple regression analysis. The multiple regression equation was;

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Where;

\( Y = \) Performance of KPA
\( B_0 \) - intercept coefficient
\( \varepsilon \) - error term (extraneous variables)
\( X_1 \) – Customer orientation
\( X_2 \)– continuous improvement
\( X_3 \) - Top management commitment to quality
\( X_4 \)–Employee empowerment
\( \beta_1, \beta_2, \text{and} \beta_3 \) = regression coefficients

However, qualitative data was analysed using a Likert scale of 1 to 5 based on weights for the degree of influence of independent variables on the dependent. 1 for Not at all, 2 for Low extent, 3 for moderate extent, 4 for greater extent and 5 very greater extent
3.9 Ethical Considerations

Informed consent was obtained from all those participating in the study. Those not willing to participate in the study were under no obligation to do so. Respondents’ names were not indicated anywhere in the data collection tools for confidentiality and information gathered was only be used for the purposes of this academic study. The necessary research authorities were consulted and permission granted. The refereed materials and sources were cited accordingly.
CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents interpretation of the findings of the analyzed data and presentation. The study relied on primary data that was collected by use of structured questionnaires. The collected data was coded into SPSS Version 23.0 for analysis and interpretation. The findings are presented inform of graphs and tables.

4.1.1 Response Rate

The study distributed 84 questionnaires to staff of Kenya Airports Authority, Mombasa. 62 questionnaires were dully filled and returned to the researcher. This gave a response rate of 74% which is deemed sufficient for the study. This is supported by Mugenda and Mugenda (2013) who established that a response rate of above 50% is deemed sufficient for the study. The findings are as shown in Figure 4.1.

![Figure 4.1: Response Rate](image)

Figure 4.1: Response Rate
4.2 Demographic Information

Distribution of demographic information was sought to establish how relevant the respondents were to carry out the study. The findings of gender, age, education background, department and length of service are as shown in subsequent sections.

4.2.1 Gender

Respondents were asked to indicate their gender; the findings are as shown in Figure 4.2.

![Gender Pie Chart]

**Figure 4.2: Gender**

Figure 4.2 show that majority of the respondents 59% were male followed by 41% who were female. The findings show that Kenya Port Authority were not biased when hiring, an indication that employees at KPA were hired in respect to their qualifications.

4.2.2 Age

The respondents were asked to indicate their respective age, the findings are shown in Figure 4.3.
The findings as presented in Figure 4.3 established that 42% of respondents were aged 41-50 years followed by 29% who were 31-40 years, 15% were aged 51-60 years and 18-30 years. This shows that majority of the employees at KPA were 30 years and above. This asserts that KPA preferred hiring mature employees.

4.2.3 Education Background

Respondents were asked to indicate their highest level of education; the findings are as shown in Figure 4.4.
From the findings in Figure 4.4, majority of the respondents 71% highest level of education was polytechnic/ University, followed by 21% of the respondents whose highest level of education was training college and 8% had secondary/technical training. This show that KPA preferred hiring highly qualified employees for their increased level of competence.

4.2.4 Department

Respondents were asked to indicate their respective departments; the findings are as shown in Figure 4.5.
The study found out that 16% of the respondents were from customer relations department, 35% were from administration, 26% were from operations and 23% were from human resources. The findings show that all of respondents came from operations department hence the study was not biased during collection of data.

4.2.5 Category/ Level Held

Respondents were asked to indicate their respective category of their current job. The findings are as shown in Figure 4.6.
Figure 4.6: Category/ Level Held

The study found out that majority of the respondents 52% were supervisors, 35% were clerical officers and 13% were senior managers. The findings show that majority of the respondents were from operations department hence were well conversant with day to day activities hence gave reliable data.

4.2.6 Length of Service

Respondents were asked to indicate how long they had worked with KPA. The findings are as shown in Figure 4.7.

Figure 4.7: Length of Service

Figure 4.7 show that 27% of the respondent’s length of serve was 6-11 years followed by; 26% who had worked at KPA for a duration of 18-23 years, 24% had worked for 12-17 years, 13% had worked for 23 years and above and 10% had worked for 1-5 years and above. The findings
show that majority of the respondents had worked for more than 6 years and above an indication that the respondents had gained necessary skills in their line of duty. This also show that the respondents were conversant with their organization daily activities hence gave reliable data.

4.3 Employee Empowerment

Respondents were asked to indicate what total quality management meant to them. The study found out that the respondents advanced numerous definitions for TQM. Many of the respondents had a clue as to what TQM meant. This was especially the case for senior management and supervisory level. The study further found out that supervisory did not quit have a clear understanding of TQM meant. They however had ideas on what needed to be done to adhere to set standards by management.

4.3.1 List of Total Quality Management Practices Applied

The study found out that TQM practices applied in respondents’ departments are as follow; top management commitment, systems approach to quality management, continuous improvement, employee empowerment, mutual beneficial of TQM to suppliers, continuous improvement, customer management, quality management and Pacta approach to quality management.

4.3.2 Level of Employee Empowerment

Respondents were asked to indicate their level of agreement on TQM practices that are already employed in KPA. The findings are as shown in Table 4.2.
Table 4.2: Level of Employee Empowerment

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management commitment.</td>
<td>4.28</td>
<td>0.81</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>3.86</td>
<td>0.97</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>4.08</td>
<td>0.84</td>
</tr>
<tr>
<td>Systems approach to quality management</td>
<td>4.23</td>
<td>0.79</td>
</tr>
<tr>
<td>Continuous improvement and quality management</td>
<td>3.74</td>
<td>0.99</td>
</tr>
<tr>
<td>Pacta approach to quality management</td>
<td>3.58</td>
<td>1.04</td>
</tr>
<tr>
<td>Mutual beneficial of TQM To Suppliers</td>
<td>3.82</td>
<td>0.85</td>
</tr>
<tr>
<td>Customer management</td>
<td>3.74</td>
<td>1.06</td>
</tr>
</tbody>
</table>

The findings show that majority of the respondents agreed that top management commitment was practiced at KPA as supported by a mean of 4.28 with standard deviation of 0.81. Respondents agreed that employee empowerment was employed at KPA as supported by a mean of 3.86 with standard deviation of 0.97. Majority of the respondents agreed that continuous improvement was supported in KPA as supported by a mean of 4.08 with standard deviation of 0.84. Respondents agreed that systems approach to quality management was emphasized at KPA as supported by a mean of 4.23 with standard deviation of 0.079. This is supported by to Looyet al. (2013) who indicates that employee empowerment assists in providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints and hence improves their ability to offer quality and timely service.

The study further established that majority of the respondents agreed that continuous improvement and quality management was employed at KPA as supported by a mean of 3.74 with standard deviation of 0.99. Respondents agreed that Pacta approach to quality management was employed at KPA as supported by a mean of 3.58 with standard deviation of 1.04. Majority of the respondents agreed that there was a mutual benefit of suppliers and TQM as supported by a mean of 3.82 with standard deviation of 0.85. The study further established that majority of the
respondents agreed that customer management was employed at KPA as supported by a mean of 3.74 with standard deviation of 1.06. This is supported by Herrenkohlet al. (2013) who indicates that empowering employees makes them to be more proactive and self-sufficient in assisting an organization to achieve its goals.

4.4 Customer Orientation

Respondents were asked to indicate whether customer satisfaction was everybody’s business in their organization. The findings are as shown in Table 4.3.

Table 4.3: Customer Orientation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>61</td>
<td>98</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

The findings in Table 4.3 established that majority of the respondents 98% agreed that customer satisfaction was everybody’s business at KPA while 2% indicated no. This shows that majority of the respondents were into consent that customer satisfaction was embraced at KPA. This is supported by Susskind et al (2013) who established that customer orientation creates a desire by an employee to help customers meet their needs during the performance of organizational tasks.

4.4.1 Department Responsible for Service Quality at KPA

Respondents were asked to indicated the department that was responsible for service quality at KPA. The findings are as shown in Table 4.4

Table 4.4: Department Responsible for Service Quality at KPA

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nobody</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Quality control department</td>
<td>30</td>
<td>48</td>
</tr>
<tr>
<td>Quality assurance</td>
<td>28</td>
<td>45</td>
</tr>
<tr>
<td>TQM Department</td>
<td>4</td>
<td>7</td>
</tr>
</tbody>
</table>
The study established that 48% of the respondents indicated that quality control department was responsible for service quality at KPA. 45% of the respondents indicated that quality assurance was responsible for service quality at KPA and 7% indicated that TQM department was responsible for service quality at KPA.

4.4.2 TQM Principles are Effectively being used at KPA

Respondents were asked to indicate TQM principles that were effectively being used in the organization. The findings are as shown in Table 4.5.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management support</td>
<td>53</td>
<td>85</td>
</tr>
<tr>
<td>Employee involvement</td>
<td>47</td>
<td>76</td>
</tr>
<tr>
<td>Systems approach</td>
<td>51</td>
<td>83</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>55</td>
<td>88</td>
</tr>
<tr>
<td>Customer management</td>
<td>38</td>
<td>62</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents 85% agreed that top management support was effectively being used in the organization. 76% of the respondents agreed that employee involvement was effectively being used in the organization. The study shows that majority of the respondents 83% agreed that system approach was effectively being used in the organization. 88% of the respondents agreed that continuous improvement was effectively being used in the organization. The study further pointed out that 62% of the respondents agreed that customer management was effectively being used in the organization. This agrees with Brigs et al. (2017) who state that customers seem to be very happy when they experience a useful service, friendly and helpful, it also provides accurate and represents value for money.
4.4.3 Quality Award Systems

Respondents were asked to indicate whether KPA was subscribed to any quality award systems. The findings established that all the respondents agreed that KPA was subscribed to quality award systems.

4.4.3.1 Quality Award Systems at KPA

Respondents indicated that KPA was subscribed to ISO-9001-2008-CertifiedOrg.87 quality award system.

4.4.4 Training on the Job

Respondents were asked to indicate if they had any training on the job currently doing. The findings are as shown in Table 4.7.

Table 4.6: Training on the Job

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>57</td>
<td>92</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>8</td>
</tr>
</tbody>
</table>

The study found out that majority of the respondents 92% agreed that they had training on the job currently doing and 8% disagreed. The findings therefore show that KPA trained their new employee on the job they were working on. This is supported by Kaynak (2014) who established that management level provided the necessary resources for training employees to meet the new requirements and/or changes that are resulted from TQM implementation, and consequently, creates a work environment which is conducive to employee involvement in the process of changes.
4.4.4.1 Impact of Training

Respondents were asked to indicate the impact of being trained. The findings are as shown in Table 4.7.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>53</td>
<td>86</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>14</td>
</tr>
</tbody>
</table>

The findings show that majority of the respondents 86% agreed that training impacted their work positively and 14% indicated no. The findings therefore show that KPA embraced employee training due to increased productivity of employees.

The study further established that 14% of respondents disagreed that training positively impacted performance indicated that training was not aligned to respondent’s day to day activities.

4.4.5 Resources were Readily Available

Respondents were asked to indicated their level of agreement on resources needed to carry out any improvement on the job being readily available. The findings are as shown in Table 4.8.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>51</td>
<td>82</td>
</tr>
<tr>
<td>Agree</td>
<td>57</td>
<td>92</td>
</tr>
<tr>
<td>Neutral</td>
<td>51</td>
<td>82</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>12</td>
<td>18</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents 82% strongly agreed that resources needed to carry out any improvement on the job being readily available, 92% of the respondents agreed, 82% moderately agreed, 32% disagreed and 18% strongly disagreed. The findings
therefore show that majority of the respondents agreed that resources needed to carry out any improvement on the job being readily available.

4.5 Top Management Commitment and Service Delivery

Respondents were asked to indicate if they undertook rework. The study found out that all of the respondents indicated that they undertook rework. This shows that at KPA rework was frequently undertaken.

Respondents were asked to indicate how many rework they did in a year. The study found out that majority of the respondents indicated 5% of the job. This shows that operations management were keen in service delivery and settled for perfection, thus only only a few percentage of he work done was reworked.

Respondents were asked to indicate the loss rate per annum at KPA. The findings established respondents indicated that KPA encountered a loss of 4%. This shows that the operation management were careful in service deliverly to eradicate risks that might cause them loss in the long run.

4.5.1 Relationship between Quality Management and Customer Satisfaction

Respondents were asked to indicate whether there was a relationship between the concept of quality management and customer satisfaction. The findings are as shown in Table 4.9.
Table 4.9: Relationship between Quality Management and Customer Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>57</td>
<td>92</td>
</tr>
<tr>
<td>Agree</td>
<td>52</td>
<td>84</td>
</tr>
<tr>
<td>Neutral</td>
<td>51</td>
<td>83</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>16</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents 92% strongly agreed that there was a relationship between the concept of quality management and customer satisfaction, 84% indicated agree, 83% indicated neutral, 20% indicated disagree and 16% indicated strongly disagree. The study further established that majority of the respondent’s greed that there was a relationship between the concept of quality management and customer satisfaction. This is supported by Juran(2013) who states that management leadership is considered to be another major driver of TQM and it has a significant influence on determining whether or not a TQM program can be implemented effectively (Soltani, 2005)

4.5.2 Satisfactory Relationship with the Employer

Respondents were asked to indicate how their relationship with employer can be described as satisfactory. The findings are as shown in Table 4.10.

Table 4.10: Satisfactory Relationship with the Employer

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>61</td>
<td>98</td>
</tr>
<tr>
<td>Agree</td>
<td>59</td>
<td>95</td>
</tr>
<tr>
<td>Neutral</td>
<td>51</td>
<td>82</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>20</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents 98% strongly agreed that their relationship with employer can be described as satisfactory, 95% indicated agree, 82% indicated neutral and
20% indicated disagree. This shows that majority of the respondents agreed that their relationship with employer was satisfactory. This is supported by Flynn et al, (2015 ) who states that the focus of management is essential for firms to produce goods that are manufacturable and meet the needs of customers.

4.5.3 KPA Clients

Respondents were asked to indicate whether they were losing clients. The study found out that all of the respondents strongly disagreed that KPA was losing clients. This was attributed to the fact that KPA has no competitor to loss clients to. This show that KPA has been dominating the market alone hence more clients are expected to severed by KPA.

4.5.4 Length of Period Practicing Quality Assurance

Respondents were asked to indicate the length of period they have practiced quality assurance at KPA. The findings are as shown in Table 4.11.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 Years</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td>6-10Years</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>11-15Years</td>
<td>18</td>
<td>29</td>
</tr>
<tr>
<td>16 Years and Above</td>
<td>25</td>
<td>40</td>
</tr>
</tbody>
</table>

The study established that 15% of the respondent’s length of period they have practiced quality assurance at KPA was 0-5 years, 16% indicated 6-10 years, 29% indicated 11-15 years and 40% indicated 16 years and above. This shows that majority of the respondent’s length of period practicing quality assurance at KPA was more than 10 years. This shows that respondents were conversant with quality service delivery.
4.6 Continuous Improvement

Respondents were asked to indicate whether TQM practices had improved upon service delivery in terms of customer satisfaction. The findings are as shown in Table 4.12.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>55</td>
<td>88</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>12</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents 88% agreed that TQM practices had improved upon service delivery in terms of customer satisfaction and 12% indicated no. This shows that majority of the respondents agreed that TQM practices had improved upon service delivery in terms of customer satisfaction. Anderson (1989) defined continuous improvement as the relentless pursuit of improvement in the delivery of value to customers. Similarly, Dean and Bowen (2014) argued that customer satisfaction can be attained only through the relentless improvement of processes that create product or service.

4.6.1 Organizational Performance Improvement

Respondents were asked to indicate whether TQM improved KPA performance in terms of more business. The findings are as shown in Table 4.13.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>56</td>
<td>91</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>9</td>
</tr>
</tbody>
</table>

The findings in Table 4.13 show that majority of the respondents 91% agreed that TQM improved KPA performance in terms of more business and 9% indicated no. This shows that
majority of the respondents agreed that TQM improved KPA performance in terms of more business. This asserts that KPA had embraced TQM hence improving their performance.

4.6.2 Quality Functions to Help Improve Service Delivery

The researcher asked the respondents to indicate which the quality functions that helped improve service delivery.

Table 4.14: Quality Functions to Help Improve Service Delivery

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality control</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>TQM</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>All of the Above</td>
<td>38</td>
<td>62</td>
</tr>
</tbody>
</table>

The study pointed out that 14% of the respondents indicated that quality control helped improve service delivery. 8% indicated that quality assurance helped improve service delivery. 16% indicated TQM helped improve service delivery. 62% indicated that quality control, quality assurance and TQM helped improve service delivery. This agrees with to Stahl (2015) who states that continuous improvement refers to the constant refinement and improvement of products, services and organizational system to yield improved value to customers.

4.7 Service Delivery at KPA

4.7.1 Customer Complaints

Respondents were asked to indicate whether they received customer complaints. The findings are as shown in Table 4.15.
Table 4.15: Customer Complaints

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>51</td>
<td>82</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>18</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents 82% agreed that they received customer complaints while 18% of the respondents indicated that top management did not receive customer complaints. The study pointed out that majority of the respondents agreed that they received customer complaints. This shows that KPA top management level had a good public relation with clients.

4.7.2 Organization Facilities

Respondents were asked to indicate whether clients had stopped using KPA facility. The findings established that all of the top management agreed that clients had not stopped using KPA facilities due to lack of the competitors. Instead, there was a drastic increase in the number of clients accessing KPA facilities.

4.7.3 Loss of Major Businesses

The researcher asked the respondents to indicate whether they had lost some major business. The findings are as shown in Table 4.16.

Table 4.16: Loss of Major Businesses

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>No</td>
<td>56</td>
<td>81</td>
</tr>
</tbody>
</table>

The study found out that majority of the respondents 81% indicated that they had not lost major businesses while 9% indicated that they had lost major businesses. The study shows that 9%
agreed that they had lost major businesses due to political tension that was experienced last year after election.

**4.7.4 Business Increased at KPA**

Respondents were requested to indicate whether they agreed that the volume of business had increased in the last two years as compared to the previous years. The findings are as shown in Table 4.17.

**Table 4.17: Business Increased at KPA**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>48</td>
<td>77</td>
</tr>
<tr>
<td>Agree</td>
<td>57</td>
<td>92</td>
</tr>
<tr>
<td>Neutral</td>
<td>51</td>
<td>82</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>16</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents 77% strongly agreed that the volume of business had increased in the last two years as compared to the previous years, 92% indicated agree, 82% indicated neutral, 19% indicated disagree and 16% indicated strongly disagree. The findings show that majority of the respondents agreed that the volume of business had increased in the last two years as compared to the previous years.

The respondents indicated that management ought to use TQMs practices to improve upon service deliveries.

**4.8 Regression Analysis**

The main objective of the study was to investigate the effect of total quality management principles on performance of Kenya Ports Authority (KPA). In order to achieve this objective, the researcher regressed the factors (Employee Empowerment, Customer Orientation, Top
Management Commitment and Continuous Improvement) against performance of KPA. The Model Summary, ANOVA and regression coefficients are indicated in subsequent sections.

4.8.1 Model Summary

The Model Summary indicates the coefficient of correlation R, the coefficient of determination R square and the adjusted R square.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.889&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.791</td>
<td>.769</td>
<td>1.27457</td>
</tr>
</tbody>
</table>

<sup>a</sup> Predictors: (Constant), Customer Orientation, Continuous Improvement, Top Management Commitment to Quality, Employee Empowerment

From the Model Summary Table above, the adjusted coefficient of determination R square is 0.769, an indication that 76.9% variation in performance of KPA is explained by the four factors (customer orientation, continuous improvement, top management commitment to quality, employee empowerment) and therefore other factors explain the remaining 23.1%. These other factors can be explored by future scholars and academicians.

4.8.2 Analysis of Variance

An Analysis of Variance of the processed data at 5% level of significance. The findings are indicated in Table 4.19.

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>449.351</td>
<td>4</td>
<td>112.338</td>
<td>74.743</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>118.729</td>
<td>79</td>
<td>1.503</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>568.080</td>
<td>83</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<sup>a</sup> Dependent Variable: Performance
<sup>b</sup> Predictors: (Constant), Customer Orientation, Continuous Improvement, Top Management Commitment to Quality, Employee Empowerment
At 5% significance level, the value of F calculated $F_{\text{calculated}} = 74.743$ while $F_{\text{critical}} (4, 283) = 2.404$. As the value of F calculated is greater than F critical ($74.743 > 2.404$), this shows that the overall regression model was significant in predicting the effect of total quality management principles on performance of Kenya Ports Authority (KPA).

4.8.3 Regression Coefficients

The regression coefficients indicate the p values that shows significance of the variables when compared with 0.05.

<table>
<thead>
<tr>
<th>Table 4.20: Regression Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>4.540</td>
<td>.756</td>
<td>3.206</td>
<td>.001</td>
</tr>
<tr>
<td>Customer orientation</td>
<td>.108</td>
<td>.036</td>
<td>3.021</td>
<td>.003</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>.284</td>
<td>.039</td>
<td>7.267</td>
<td>.000</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>.200</td>
<td>.043</td>
<td>4.646</td>
<td>.000</td>
</tr>
<tr>
<td>Employee empowerment</td>
<td>.377</td>
<td>.060</td>
<td>6.325</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

From the findings, the resultant model becomes;

$$Y = 4.54 + 0.108X_1 + 0.284X_2 + 0.200X_3 + 0.377X_4$$

$Y$ = Performance of KPA

$X_1$ – Customer orientation

$X_2$ – Continuous improvement

$X_3$ - Top management commitment to quality

$X_4$ – Employee empowerment

Therefore, holding other variables constant, performance of KPA would be at 4.54, a unit
increase in customer orientation would result into 10.8% increase performance of KPA, a unit increase in continuous improvement would lead to 28.4% increase performance of KPA, a unit increase in top management commitment to quality would lead to 20% increase in performance of KPA, and a unit increase in employee empowerment would lead to 37.7% performance of KPA.

In view of the p and the t values, customer orientation (p=0.003<0.03, \(t=3.021>1.96\)), significantly influenced implementation of performance of KPA as their respective p values were less than 0.05 with t values greater than 1.96. This is supported by Flynn et al, (2015) who states that the focus of management is essential for firms to produce goods that are manufacturable and meet the needs of customers.

In view of the p and the t values, continuous improvement (p=0.000<0.05, \(t=7.267>1.96\)), significantly influenced implementation of performance of KPA as their respective p values were less than 0.05 with t values greater than 1.96. This is supported by According to Oakland (2013) who stated that the focus on continuous improvement would lead to the formation of formidable team whose membership is determined by their work on the detailed knowledge of the process, and their ability to take improvement action.

In view of the p and the t values, top management commitment to quality (p=0.000<0.05, \(t=4.646>1.96\)) significantly influenced implementation of performance of KPA as their respective p values were less than 0.05 with t values greater than 1.96. This is supported by Flynn et al, (2015) who states that the focus of management is essential for firms to produce goods that are manufacturable and meet the needs of customers.
In view of the p and the t values, employee empowerment (p=0.000<0.05, t=6.325>1.96) significantly influenced implementation of performance of KPA as their respective p values were less than 0.05 with t values greater than 1.96. This is supported by Looy et al. (2013) who indicates that employee empowerment assists in providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints and hence improves their ability to offer quality and timely service.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The researcher summarizes the key findings of the study based on specific objectives findings in chapter four. The key findings are used in drawing relevant conclusions of the study. The findings are also used to formulate recommendations that have relevant impact on theory, policy and practice. The chapter also brings in suggesting areas that future studies can be carried on.

5.2 Summary of the Findings

The main purpose of the study was to investigate the effect of total quality management principles on performance of Kenya Ports Authority (KPA). The study was guided by the following research questions; what are the effects of continuous improvement on performance at Kenya Ports Authority? To what extent does employee empowerment affect performance of Kenya Ports Authority? What is the relationship between top management commitment to quality and Performance of Kenya Ports Authority? How does customer orientation affect quality service delivery at the Kenya Ports Authority?

The study adopted a descriptive research design. The target population were the staff of Kenya Airports Authority, Mombasa. The study considered staff in four major departments that dealt with operations. The study employed stratified random sampling technique. This study used structured questionnaires in data collection. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version 23.0). The study found out that the adjusted coefficient
of determination R square is 0.769, an indication that 76.9% variation in performance of KPA is explained by the four factors (customer orientation, continuous improvement, top management commitment to quality, employee empowerment).

5.2.1 Total Quality Management

The study found out that the respondents advanced numerous definitions for TQM. Many of the respondents had a clue as to what TQM meant. The findings show that majority of the respondents agreed that top management commitment was practiced at KPA. Majority of the respondents agreed that employee empowerment was employed at KPA. Majority of the respondents agreed that continuous improvement was supported in KPA. Respondents agreed that systems approach to quality management was emphasized at KPA.

The study further established majority of the respondents agreed that there was a mutual benefit of suppliers and TQM. Majority of the respondents agreed that customer management was employed at KPA. Majority of the respondents agreed that continuous improvement and quality management was employed at KPA. Majority of the respondents agreed that Pacta approach to quality management was employed at KPA.

5.2.2 Effectiveness of Total Quality Management Practices

The study show that majority of the respondents were into agreement that customer satisfaction was embraced at KPA. The study established that majority of the respondents agreed that top management support was effectively being used in the organization. The study showed that majority of the respondents agreed that system approach was effectively being used in the
organization. Majority of the respondents agreed that continuous improvement was effectively being used in the organization.

The study further pointed that all the respondents agreed that KPA was subscribed to quality award systems. The findings show that KPA trained their new employee on the job they were working on. The findings pointed out that KPA embraced employee training due to increased productivity of employees. The findings Show that majority of the respondents agreed that resources needed to carry out any improvement on the job being readily available.

### 5.2.3 Total Quality Management and Service Delivery

The study found out that all of the respondents indicated that they undertook rework. The study established that operations management were keen in service delivery and settled for perfection, thus only only a few percentage of the work done was reworked. The study pointed out that operation management were careful in service deliverly to eradicate risks that might cause them loss in the long run. The study further established that majority of the respondent’s greed that there was a relationship between the concept of quality management and customer satisfaction. Majority of the respondents agreed that their relationship with employer was satisfactory. The study further established that majority of the respondents agreed that TQM improved KPA performance in terms of more business. This asserts that KPA had embraced TQM hence improving their performance.

### 5.2.4 Business Performance

The study pointed out that majority of the respondents agreed that they received customer complaints an indication that KPA top management level had a good public relation with
The findings established that all of the top management agreed that clients had not stopped using KPA facilities due to lack of the competitors. The study found out that majority of the top management indicated that they had not lost major businesses. The findings further point out that majority of the respondents agreed that the volume of business had increased in the last two years as compared to the previous years.

5.3 Conclusion

5.3.1 Total Quality Management

The study concludes that staffs agreed that top management commitment was practiced at KPA. Employee empowerment and continuous improvement was employed at KPA was supported in KPA. Systems approach to quality management was embraced at KPA, mutual benefit of suppliers and TQM was highly valued. The staffs agreed that customer management, continuous improvement and quality management was employed at KPA. Majority of the respondents agreed that Pacta approach to quality management was employed at KPA.

5.3.2 Effectiveness of Total Quality Management Practices

The study concludes that majority of the respondents were into agreement that customer satisfaction was embraced at KPA. Top management support was effectively being used in the organization. System approach and continuous improvement was effectively being used in the organization. KPA was subscribed to quality award systems. KPA trained their new employee on the job they were working on. KPA embraced employee training due to increased productivity of employees. The resources needed to carry out any improvement on the job being readily available.
5.3.3 Total Quality Management and Service Delivery

The study concludes that all of the staffs had undertaken rework. The operations management team were keen in service delivery and settled for perfection, thus only a few percentage of the work done was reworked. The operation management were careful in service delivery to eradicate risks that might cause them loss in the long run. There was a relationship between the concept of quality management and customer satisfaction. The staff’s relationship with employer was satisfactory. The TQM had improved KPA performance in terms of more business.

5.3.4 Business Performance

The study concludes that top management received customer complaints an indication that KPA top management level had a good public relation with clients. The clients had not stopped using KPA facilities due to lack of the competitors. The top management indicated that they had not lost major businesses. The volume of business had increased in the last two years as compared to the previous years.

5.4 Recommendations

5.4.1 Total Quality Management

The study recommended that top management commitment to the staff ought to be practiced at KPA. Employee empowerment and continuous improvement ought to be employed at KPA. Systems approach to quality management ought to be embraced at KPA, mutual benefit of suppliers and TQM ought to be highly utilized by KPA. Customer management, continuous improvement and quality management ought to be employed at KPA. The study further recommends that Pacta approach to quality management ought to be employed at KPA.
5.4.2 Effectiveness of Total Quality Management Practices

The study recommends that customer satisfaction ought to be embraced at KPA. Top management support ought to be effectively used in the organization. System approach and continuous improvement ought to be effectively used in the organization. KPA ought to be subscribed to quality award systems. KPA ought to train new employee on the job they are deployed to. KPA ought to embrace employee training for increased productivity of employees. The resources needed to carry out any improvement on the job ought to be readily available.

5.4.3 Total Quality Management and Service Delivery

The study recommends that all of the staffs ought to undertake rework. The operations management team ought to be keen in service delivery and settle for perfection, thus only a few percentage of the work done ought to be reworked. The operation management ought to be careful in service delivery to eradicate risks that might cause them loss in the long run. There ought to be a relationship between the concept of quality management and customer satisfaction. The staff’s relationship with employer ought to be satisfactory. The TQM ought to improve KPA performance in terms of more business.

5.4.4 Business Performance

The study recommends that top management ought to receive customer complaints for a better public relation with clients. KPA ought to improve it facilities for increased efficiencies. KPA top management team ought to try and keep major businesses. The volume of business at KPA ought to increase in subsequent years.
5.5 Suggestions for Further Studies

The study main focus of the study was to investigate the effect of total quality management principles on performance of Kenya Ports Authority (KPA), future scholars ought to carry out similar studies but at different organization. The current study had a coefficient of adjusted R square of 0.769 which translates to 76.9%, the remaining 23.1% explains other factors beyond the scope of the current studies that future scholars should focus on. The study relied on primary data, future scholars ought to carry out similar studies by use of both primary and secondary data for precise results.
REFERENCES


APPENDIX I: RESEARCH QUESTIONARE FOR THE MANAGEMENT STAFF OF KENYA PORTS AUTHORITY

Dear Respondent,

This questionnaire is designed to help the researcher to conduct a survey as part of research in the assessment of the effect of total quality management practices and service delivery of public organizations within maritime industry in Kenya. Your assistance is kindly being sought to participate in this exercise by completing this questionnaire as frankly as possible.

Please be assured that information provided in this questionnaire is purely for academic purpose and therefore would be treated with utmost confidentiality.

Thank you.

INSTRUCTIONS FOR COMPLETION OF THE FORM

Please read each question and find the statement or choose the number that clearly reflects your view, you can also express your views where necessary.

SECTION A : PERSONAL DETAILS

1. Sex / Gender  M  F
2. Age  18-30 yrs  31-40 yrs  41-50 yrs  51-60 yrs
3. Education Background
   - Non-formal
   - Elementary
   - Secondary / Technical
   - Training College
   - Polytechnic / University
   - Other tertiary (please specify).................................
4. Department................................................................
5. Category / level..............................................................
6. How long have you worked with KPA?
   - 1- 5 yrs
   - 6-11 yrs
   - 12-17 yrs
   - 18-23 yrs
   - 2-2 yrs and above

SECTION B: EMPLOYEE EMPOWERMENT IN KPA:

1) In your own words what does total quality management means to you?
2) List some TQM practices applied in your department?

3) Kindly tick the area which reflects your view; strongly agree to strongly disagree. These TQM practices are already employed in KPA, Do you agree or not?

<table>
<thead>
<tr>
<th>TQM Practices</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management commitment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee empowerment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systems approach to quality management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous improvement and quality management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pactal approach to quality management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual beneficial of TQM To Suppliers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SECTION C: CUSTOMER ORIENTATION**

1. Is customer satisfaction everybody’s business in your organization?
2. Which Department is responsible for service quality in the organization?
   a) Nobody  
   b) Quality control department  
   c) Quality assurance  
   d) TQM Department  

3. Which of the following TQM principles are effectively being used in the organization?
   i. Top management support  
   ii. Employee involvement  
   iii. Systems approach  
   iv. Continuous improvement  
   v. Customer management  

4. Has the organization subscribed to any quality award systems?
   Yes  
   No  

5. If Yes specify. .......................................................... .......................................................... 

6. If No. Why? .......................................................... .......................................................... 

7. Have you had any training on the job are doing?
   Yes  
   No.  

8. Has the training impacted on the work positively?
   Yes  
   No.  

9. If no why? .......................................................... .......................................................... 

10. All the resources you need to carry out any improvement on the job are readily available.
    Strongly Agree  
    Agree  
    Neutral  
    Disagree  
    Strongly Disagree  
    1  
    2  
    3  
    4  
    5  

SECTION D: TOP MANAGEMENT COMMITMENT AND SERVICE DELIVERY
1. Do you undertake reworks? Yes □ No □

2. How many reworks do you do in a year?

3. What are your loss rate per annum?

4. There is a relationship between the concept of quality management and customer satisfaction.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

5. Your relation with your employer can be described as satisfactory.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

6. Do you agree that KPA is losing some clients.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

7. What do you think is the reason?

a)

b) Do you think ineffective TQM is one of the reasons?

- Yes □ No □

8. How many years have you practiced quality assurance in this organization?

- 0-5 □
- 6-10 □
- 11-15 □
- 16 and above □

SECTION E: CONTINUOUS IMPROVEMENT

1. Have TQM practices improved upon service delivery in terms of customer satisfaction?

- Yes □ No.

Has TQM improved your organizational performance in terms of more business?

- □
3. Which of these quality functions will help improve service delivery.

- Quality control
- Quality Assurance
- TQM
- All of the above

SECTION E: TOP MANAGEMENT VIEW ON SERVICE DELIVERY AT KPA

1. Do you receive customer complaints?
   - Yes
   - No

2. If yes how many did you receive in the last two years?

3. Have some customers stopped using your organization facility?
   - Yes
   - No

4. If Yes, Why?

5. Have you lost some major business?
   - Yes
   - No

6. If Yes, Why?

7. The volume of business have increased in the last two years compared to the previous years, do you agree?
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

8. In your view what do you think management could do to improve upon service delivery?

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

Thank You