

**TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF  
AIRLINES IN KENYA, CASE OF AIR KENYA EXPRESS LIMITED**

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## **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/26478/2015**

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

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## **DEDICATION**

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

## **ACKNOWLEDGEMENT**

I pass my sincere gratitude to my supervisor, Mrs. Phelgonah A. Genga without whom this work would not have been possible. I appreciate her academic guidance and patience towards my academic work throughout the research process.

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May God bless you all for the commendable work.

## TABLE OF CONTENTS

<b>TITLE PAGE</b> .....	Error! Bookmark not defined.
<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>TABLE OF CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>vii</b>
<b>LIST OF FIGURES</b> .....	<b>viii</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>ix</b>
<b>ABSTRACT</b> .....	<b>xi</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 Performance.....	5
1.1.2 Total Quality Management Practices.....	7
1.1.3 Air Kenya Express Limited.....	9
1.2 Statement of the Problem.....	9
1.3 Objectives of the Study.....	11
1.3.1 General Objective.....	11
1.3.2 Specific Objectives.....	11
1.4 Research Questions.....	12
1.5 Significance of Study.....	12
1.6 Scope of the Study.....	13
1.7 Limitation of the Study.....	13
1.8 Organization of the Study.....	14
<b>CHAPTER TWO</b> .....	<b>15</b>
<b>LITERATURE REVIEW</b> .....	<b>15</b>
2.1 Introduction.....	15
2.2 Theoretical Review.....	15
2.2.1 Balanced Score Card Theory.....	15
2.2.2 Quality Improvement Theory.....	18
2.2.3 Contingency Theories.....	20
2.3 Empirical Review.....	22
2.3.1 Continuous Improvement and Performance.....	22
2.3.2 Customer Focus and Performance.....	23
2.3.3 Employee Empowerment and Performance.....	24
2.3.4 Top Management Commitment Performance.....	25
2.4 Summary of Research Gaps.....	27
2.5 Conceptual Framework.....	29
<b>RESEARCH METHODOLOGY</b> .....	<b>32</b>
3.1 Introduction.....	32
3.2 Research Design.....	32
3.3 Target Population.....	32
3.4 Sampling Procedure.....	33
3.5 Data Collection Procedure.....	33
3.6 Validity and Reliability of the study.....	34
3.6.1 Validity.....	34
3.6.2 Reliability.....	34

3.7 Data Analysis and Presentation .....	35
3.8 Ethical Considerations .....	36
3.9 Limitations .....	36
<b>CHAPTER FOUR .....</b>	<b>38</b>
<b>DATA ANALYSIS AND PRESENTATION OF RESULTS .....</b>	<b>38</b>
4.1 Introduction .....	38
4.1.1 Response Rate .....	38
4.2 Demographic Information .....	39
4.2.1 Gender .....	39
4.2.2 Department .....	40
4.2.3 Length of Service in the Organization .....	40
4.2.4 Length of Service in the Industry .....	41
4.2.5 Highest Level of Education .....	42
4.3 Descriptive Statistics.....	43
4.3.1 Continuous Improvement and Performance .....	43
4.3.2 Customer Focus and performance .....	45
4.3.3 Employee Empowerment and Performance .....	46
4.3.4 Top Management Commitment and Performance.....	48
4.3.5 Firm Performance .....	50
4.4 Inferential Statistics .....	51
4.4.1 Model Summary .....	51
4.4.2 ANOVA .....	52
4.4.3 Coefficients .....	53
<b>CHAPTER FIVE .....</b>	<b>55</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>55</b>
5.1 Introduction .....	55
5.2 Summary of the Findings .....	55
5.3 Conclusion.....	57
5.4 Recommendations .....	58
5.5 Suggestions for Further Research.....	59
<b>REFERENCES .....</b>	<b>60</b>
<b>APPENDICES .....</b>	<b>62</b>
APPENDIX I: Research Questionnaire .....	62

## LIST OF TABLES

Table 2.1: Summary of the Literature Review and Research Gaps .....	28
Table 3.1: Target Population.....	33
Table 4.1: Reliability Test .....	35
Table 4.2: Continuous Improvement and Performance.....	43
Table 4.3: Customer Focus and performance .....	45
Table 4.4: Employee Empowerment and Performance .....	47
Table 4.5: Top Management Commitment and Performance.....	48
Table 4.6: Firm Performance .....	50
Table 4.7: Model Summary .....	51
Table 4.8: ANOVA .....	52
Table 4.9: Coefficients.....	53

## LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	30
Figure 4.1: Response Rate .....	38
Figure 4.2: Gender.....	39
Figure 4.3: Department.....	40
Figure 4.4: Length of Service in the Organization.....	41
Figure 4.5: Length of Service in the Industry .....	42
Figure 4.6: Highest Level of Education.....	43

## **ABBREVIATIONS AND ACRONYMS**

<b>ANSI</b>	American National Standards Institute
<b>AOC</b>	Air Operating Certificate
<b>ASQ</b>	American Society for Quality
<b>BSC</b>	Balanced Score Card
<b>ERP</b>	Enterprise Resource Planning
<b>ISO</b>	International Standards Organization
<b>JIT</b>	Just in Time
<b>PDCA</b>	Plan Do Check Act
<b>QM</b>	Quality Management
<b>SCM</b>	Supply Chain Management
<b>SOPK</b>	System of Profound Knowledge
<b>SPSS</b>	Statistical Package for Social Scientists
<b>TQM</b>	Total quality Management

## 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 focus:** 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

The Airline industry in Kenya is faced by several challenges. The challenges being faced include diminishing market potential, high fuel prices, safety records, need for skilled human resources, internal liberalization, high taxes and the environment. While looking at the market capacity and potential perspective, intercontinental capacity to and from Africa by African airlines currently stands at 36.4% compared with 63.6% by non-African airlines mainly from Europe, the Middle East and lately North America and Asia. As a result of this intense competition on the intercontinental routes, the best opportunities for expansion and growth for African airlines lies in the African regional and domestic markets which have not reached yet. The airline industry in Kenya has found itself in a very competitive market characterized by globalization and increased consumer demand for quality services and increased value for their money. This study sought to determine the effect of total quality management practices on performance of the Air Kenya Express Limited. The study assessed the effect of employee involvement, customer focus, continuous improvement and top management commitment on performance of Air Kenya Express Limited. The indicators of performance were customer and employee satisfaction, profitability and market share. The study was anchored on contingency, quality management theory and balanced score card theory. The study adopted a descriptive research design. The target population for the study was the management employees at Air Kenya who fell in five main departments which include administration, engineering, finance, marketing and Public Relations/Communications department. There were a total of 50 staff members and since the population was small, a census was adopted. Data was collected using questionnaires from strategically sampled respondents who were employees of the airline. Data collected was analyzed and processed using statistical package for social sciences to draw conclusions of the study objectives. The study found out that customer focus, continuous improvement, employee empowerment and top management commitment significantly influenced performance of Air Kenya Express Limited. The study concludes that Air Kenya Company always came up with new products for customers. Air Kenya offered unique and exemplary services, embraced efficiency in its operations and customer feedback was always used to improve service delivery. Air Kenya monitored customer statistics to inform policy and the customer demanded informed company policy. Air Kenya offered and embraced effective customer service, updated customers on new routes, products and services regularly. Air Kenya built capacity among employees to improve service delivery. Employees were involved in decision making and the firm was committed to compensate and reward employees commensurately. The management supported staff to achieve firm mission and vision of the company. The management empowered staff to deliver and participated in improving firm systems. The study recommends Air Kenya to always come up with new products for customers. Air Kenya ought to offer unique and exemplary services and embrace efficiency in its operations. Air Kenya ought to monitor customer statistics to inform policy and the customer ought to demand informed company policy. Employees should to be involved in decision making and the firm has to be committed to compensate and reward employees commensurately. The management also has to support staff to achieve firm mission and vision of the company. The management will empower staff to deliver and participate in improving firm systems.

# CHAPTER ONE

## INTRODUCTION

### 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 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)

In today's competitive environment in the airline industry worldwide has never been tougher or more unforgiving (Seng, 2013). More and more players are one strategic step away from competitive extermination. Approaches that worked in the past simply cannot be used today's extremely competitive marketplace (Malburg, 2010). Times have never been worse for the airline industry. The margin of error is thinner than the average profit

margin. Carriers are in a “make or break” moment and need to fundamentally change the way they do business (Prescott, 2011). Most of these airlines are struggling to survive these negative trends, with several carriers experiencing financial difficulties and some becoming bankrupt. These increased pressures have resulted in mergers, alliances, acquisitions and industrial consolidation by airlines in order to reduce operating cost and thus enhance profitability (Ho, 2009).

The airline industry operates in an extremely competitive environment (Kahavya, 2015). In the recent years there has been an industry shakedown, which has had far reaching effects on the industry’s trend towards expanding domestic and international services (Razvi, 2012). The air transport industry has an important role to play in achieving sustainable development in the East African sub-region (Irandu, 2010). More specifically is the expansion of air travel a necessary condition for the development of the transportation industry this region. In addition, improvements in the region’s transport infrastructure would help to raise livelihood standards and alleviate poverty by lowering transport costs, supporting a more rapid economic growth, and increasing personal mobility (Oxford Economic Forecasting, 2015).

In the 21st Century world economy, the airline industry has been thrust to the forefront due to its role in enabling mobility of factors of production internationally through transportation of goods and people. Gichohi (2010) observed that the entire airline industry is essentially cyclical in nature and is therefore easily affected by any form of economic uncertainty which has caused a deep crisis of confidence in Airline stocks worldwide. Airlines have exhausted the usual downturn responses, like staff cutbacks and reduced flying. Airlines are under unprecedented pressure to produce sustainable economic results or perish as fuel, labor and asset cost escalates and demand declines.

With the industry positioned for recovery from time to time, competition is expected to intensify as low-cost carriers continue to gain market share from full-service carriers by attracting both leisure and business segments. In addition, new operating model, innovative entrants and further airline consolidation will create more difficulties and intense competition. To respond to this airlines have employed a narrowly focused near-term strategy, including reduction in seat capacity and product unbundling (for example, paying extra for a window or aisle seat, or for more exit-row legroom) which could potentially have long term consequences on customer loyalty, experience and profitability from core product. The future of the airline industry will depend on ability to harness emerging technologies to deliver superior customer experiences and secure loyalty in addition to improving operational efficiencies (Lock et al., 2010).

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).

According to Sila (2014), TQM can minimize the total cost of production through single sourcing. The cost in this case is reduced by limiting the number of suppliers used by the firm and providing them with necessary training and technology. The efficient functioning of an operation would then depend on how well the suppliers meet up with the expectations of the organisation. This is why the TQM principle emphasizes the totality of

quality in all facets which includes the suppliers. The total quality approach creates an integrated method of analyzing operation by focusing the processes of production on customer satisfaction. Thus, it requires that quality be built into all the processes so as to be efficient in the overall operation (Andrle, 2014).

Increased globalization and liberalization with tough business conditions have brought challenges and opportunities for the airline sector and made them to promote quality in their products and services. With the increasing competition, business survival pressure and the dynamic, changing customer-oriented environment, operational performance has been identified as one of the important issues and generated a substantial amount of interest among managers and researchers. Quality performance has been considered as one of efficient approaches for business organization to improve their competitive advantage (Lang, 2011).

Fotopoulos & Psomas (2010) asserts that the emergence of quality plays a vital role and has become a top priority for many companies worldwide in order to achieve their objectives and gain a competitive edge. In the United States of America for instance, operational performance of the airline industry, has become an imperative in providing patient satisfaction because delivering quality service directly affects the customer satisfaction, loyalty and financial profitability of service businesses. In airline, quality operational performance can be broken down into two dimensions: technical and functional performance. While technical performance in the airline sector is defined primarily on the basis of the technical accuracy of the services and procedures or the conformance to professional specifications, functional quality refers to the manner in which the services are delivered to the customers (Dean & Lang, 2008).

In Kenya, Total Quality Management is one major management aspect that impacts organizational performance significantly in both private and public sectors (Magutu, 2010). However, in the last few years, organizations in Kenya have faced major challenges because of unprecedented competition which has created the survival for the fittest environment. Aviation industry players and other sectors have increasingly changed their attitude towards the adoption of TQM techniques and tools as a way to ensure survival and relevance in the Kenyan business environment. This study aims at establishing how total quality management influences performance of Airlines in Kenya.

### **1.1.1 Performance**

According to Lakhal, Pasin, and Liman (2006) organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals. Performance can also be defined as the process of quantifying the efficiency and effectiveness of action (Kathaari, 2014).

Organizational performance (OP) can be measured by indicators of efficiency, effectiveness, relevance to stakeholders and financial viability (Mitchell, 2002). Organizational performance is affected by employee's motivation and continuous improvement to achieve performance objective (Rampersad, 2001). Organizational performance is influenced by external environment and the organizational capacity to achieve the desired performance (Mitchell, 2002).

There is a continuous need for the organization to plan on the capacity empowerment which has changed over time due to change in technology and more increasingly on the need for more innovations. The success of TQM will result in improved employees involvement and performance, superior quality, reduction of production cost, customer satisfaction and gain of organizational competitive advantage (Arumugam &

Mojtahedzadeh, 2011). Organizations have also integrated their systems with their suppliers to ensure they play a big role in achievement of their goals. This integration measures the effectiveness and efficiency of the organization quality management (Kaynak, 2003).

Performance measurement is usually carried out using a performance measurement system, which consists of several individual measures. There are many frameworks for constructing such a system. The most commonly used model is the Balanced Scorecard (BSC) (Lönqvist 2012, PMA 2011, Toivanen 2011). Others include; the Performance Prism and the Performance Pyramid (Neely & Adams 2010). The measures for the performance measurement system chosen are based on an organization's vision and strategy (Kaplan & Norton 2006). Measures are chosen to measure success factors from different points of view, such as that of the customer, employees, business processes and financial success, market share, profitability as well as from the point of view of past, current and future performance. This way, different aspects of an organization's performance can be measured and managed.

In this case the study used a balanced score card system to measure the performance of Air Kenya Limited. Kaplan and Norton (1996) defined BSC as a comprehensive set of performance measures defined from four different measurement perspective (financial, customer, internal and learning and growth) that provides a framework for translating the business strategy into operational terms. The balanced scorecard includes financial measures that tell the results of actions already taken. And it complements those financial measures with three sets of operational measures having to do with customer satisfaction, internal processes, and the organization's ability to learn and improve—the activities that drive future financial performance. Managers can create a balanced scorecard by

translating their company's strategy and mission statements into specific goals and measures.

### **1.1.2 Total Quality Management Practices**

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).

According to Ehigie and McAndrew, (2005) no consensus on the date and origin source for TQM but most researchers reported the founders include; Feigenbaum (1951, 1956, 1961) TQM emerged in place of total quality control (TQC) and TQC as an effective system for integrating the quality development, quality maintenance, and quality-improvement efforts of the various groups in an organization so as to enable production and service at the most economical levels that allow for full customer satisfaction. Feigenbaum believed that all departments in organization have responsibilities for the achievement of quality, but his conceptualization of TQC did not include other management ideologies like people empowerment, teamwork, and supplier development relationships (Price, 1989). These management ideologies are now incorporated into the new management concept, TQM. Thus, TQM is an alternative to management by control

(Price, 1989). Hence, Paton (1994) considered Feigenbaum as the originator of the Total Quality Management.

Quality management system is defined as a set of co-ordinated activities to direct and control an organization in order to continually improve the effectiveness and efficiency of its performance. According to Oakland (2013) and organization should make strategic decision to adopt a quality management system based on the organization's strategy, objectives, structure, size, products and services offered. This is also true in the airline sector. In general, Total Quality Management (TQM) is a management philosophy which is used by organizations who strive to improve their efficiency and competitiveness in the business marketplace. TQM quality factors include top management commitment and involvement, employee empowerment and culture. These factors are known by some writers as the soft aspects of management, while the hard aspects include factors such as improvement tools, techniques and systems (Oakland, 1993, 2010). Various quality factors are identified by various scholars based on their experiences in working as consultants, managers or researchers (Thiagarajan et al., 2011).

The core ideas of total quality management (TQM) were introduced in the mid-1980s by, most notably, W. Edwards Deming, Joseph Juran and Kaoru Ishikawa (Hackman and Wageman, 1995). Whilst it is acknowledged that TQM is not a clear-cut concept (Hackman and Wageman, 1995), TQM is generally understood as an integrated organization strategy for improving product and service quality (Waldman, 1994). Since the mid-eighties TQM has been (over) sold as a near-universal remedy for a range of organizational problems, including improved organizational performance.

### **1.1.3 Air Kenya Express Limited**

Air Kenya Express Limited was incorporated in May 2015. In March 2006, Air Kenya Express made a successful bid for aircrafts and movable property from Air Kenya Aviation which was under receivership. Subsequently, Air Kenya Express was granted its Air Operating Certificate (AOC) in April 2006 and began its operations the same month using Wilson Airport as its operating base. As part of the purchase consideration, Air Kenya Express inherited the routes of Air Kenya Aviation Limited

Air Kenya is a privately owned Kenyan company with a team of 250 employees. Air Kenya's main administration, flight operations and engineering facility are located at Wilson Airport, Nairobi with offices in Mombasa, Diani, Malindi, Lamu in Kenya and in Kilimanjaro, Tanzania - co-located with its subsidiary airline, Regional Air Services.

Air Kenya's primary business is to provide air travel solutions for both passenger and cargo through scheduled domestic flights and charter services, as well as international scheduled flights to Kilimanjaro in Tanzania. Air Kenya has a world-class fleet which allows it to give its customers the best-possible service both locally and in the region. It has a quick and easy check-in at an exclusive passenger terminal at Wilson Airport. Air Kenya and the Kenya Airports Authority provide all the required security checks, and passengers can enjoy Dormans coffee in the private lounge and peruse the souvenir shop in a friendly, secure atmosphere.

### **1.2 Statement of the Problem**

The Airline industry in Kenya is faced by several challenges. According to Mutema (2016), in the State of the Kenya Airline Industry article, the challenges being faced

include diminishing market potential, high fuel prices, safety records, need for skilled human resources, internal liberalization, high taxes and the environment.

A case at hand is the poor performance of Kenya airways which posted a 26 billion loss in the fiscal year 2015/2016 (NSE, 2016). Ethiopian airline seems to have gone through the same financial crisis before going into receivership in January 2016. Airlines in Kenya have embraced formation of strategic alliances with other organizations to be able to compete effectively in the global arena (Kahavya, 2015).

Various scholars have done studies to better understand the causes of poor organizational performance despite such quality management practices being put in place. A study by Mulaku and Ahmed (2014) found out that airlines have been undertaking major management changes aimed at improving their performance. Oyieke (2012) also found out that the airlines in Kenya have had major change management challenges involving organizational restructuring including formation of alliances and partnerships. Further, Mwikya (2014) found that airlines employ world class operations and technology including the hub and spoke model to ensure efficiency in customer satisfaction and his case study was Air Kenya Limited.

Despite management efforts aimed at saving the crippling airline, its performance continues to deteriorate; addressing these challenges can potentially unlock the industry's potential for future growth as air travel is essential to the prosperity of Kenya. This study therefore sought to fill the gap by investigating total quality management practices and performance of Air Kenya express limited.

Air Kenya has been facing several challenges over the years which have seen a decline in the airline's profitability over the years. In 2017, the airline reported a drop in profit to the

tune of 170.7 million after tax, a 10% drop from the previous 2016 financial year profit of 189.5 million and huge rise in operating costs. The airline also faces stiff competition from the upcoming airlines in the domestic market such as Silverstone airline, Jet Airways and Skyward Express ltd. Among the causes reported by a select committee to look into the airline's crisis include poor investment decisions by top management, lack of customer focus, poor employee engagements and lack of continuous improvement.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of the study was to investigate the effect of total quality management practices on performance of Air Kenya Express Limited.

#### **1.3.2 Specific Objectives**

The study was guided by the following objectives;

- i. To assess the effect of continuous improvement on the performance of Air Kenya Express Limited.
- ii. To investigate the influence of customer focus on the performance of Air Kenya Express Limited.
- iii. To find out the extent to which employee empowerment influences performance of Air Kenya Express Limited.
- iv. To establish how top management commitment affects performance of Air Kenya Express Limited.

## **1.4 Research Questions**

The study sought to answer the following research questions:

- i. How does continuous improvement influence performance Air Kenya Express Limited?
- ii. How does customer focus influence performance of Air Kenya Express Limited?
- iii. To what extent does employee empowerment influence performance of Air Kenya Express Limited?
- iv. What is the effect of top management commitment on performance of Air Kenya Express Limited?

## **1.5 Significance of Study**

The findings of the study will assist Air Kenya and the airline industry both locally and globally to establish the role of quality management practices in optimizing their performance.

The regulatory agencies like IATA and investors in the airline industry will use the study findings to come up with strategies that can instill quality and hence performance

This study added more knowledge to an existing body of literature on the concept of total quality management and performance. The study shed more light on the relationship between total quality management practices adopted by airlines and the effect they had to their performance.

Policy makers would also benefit from this study as the findings would inform the setting up policies that ensured that airlines complied with quality practices to provide quality services to customers and improve their performances. In theory, this study would be

resourceful in providing more information on the various quality management practices adopted by firms. The study would also serve as a point of reference to academicians interested in this area and other related topics.

### **1.6 Scope of the Study**

The scope of this is the effect of total quality management practices on performance of Air Kenya Express Limited. The study was conducted at the Air Kenya headquarters in Wilson Airport Lang'ata, Kenya. The population consisted of top, middle and lower level management of the Airline. The population of the study totaled to 50 managers from the airline. The total quality management practices covered includes continual improvement, customer focus, and employee empowerment and top management commitment. Performance of the airline will be assessed for the last 5 years (2013-2017) since this is the time it performed dismally.

### **1.7 Limitation of the Study**

The study was limited to only four total quality management practices that influence performance of affirm. This is because these are the key practices that enhance quality. The study was limited to one player in the airline industry. This is because Air Kenya has been a dominant private sector player in the industry with fluctuating growth right from its establishment as a merger of two collapsing entities.

Some of the respondents were not willing to open up and provide the much-needed information. However, the researcher sought to create a good rapport with them and ensure that they voluntarily gave the information. Due to confidentiality of the information being sought, the respondents were not willing to cooperate but the researcher ensured that

they also built trust in the researcher with their information and also explained the purpose of the study. The study was also limited due to the fact that the respondents were busy due to their tight schedule; getting information was a major challenge as it took several weeks to get the information.

### **1.8 Organization of the Study**

This research project comprised of five chapters. Chapter one involved background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, and significance of the study, limitation of the study, assumptions of the study and organization of the study. Chapter two reviewed literature which included theoretical review, empirical review, research gaps and the conceptual framework.

Chapter three dealt with research methodology which explained the research design, target population, sampling design, and rationale for sample selection, data collection instruments, questionnaires, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four presented the findings of analyzed data by use of tables and figures, interpretation and the key findings of the study. Chapter five presented the summary of the findings as per the objectives of the study. Conclusion and recommendations were as drawn as the findings, limitations of the study; contribution to knowledge and areas for further research was also given.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature, empirical review related to total quality management practices and organizational performance as discussed below:

#### **2.2 Theoretical Review**

The study was anchored on the total quality management and performance theories. These included balanced score card theory, quality improvement theory and contingency theories.

##### **2.2.1 Balanced Score Card Theory**

The Balanced Scorecard depends on the concept of Strategy developed by Kaplan and Norton, (2008). The Balanced Scorecard (BSC) is a performance management tool that permits a company to interpret its vision and strategy into a noticeable set of performance measures. However, it is more than a quantifying device. The scorecard provides an enterprise view of an organization's overall performance by incorporating financial measures with other key performance pointers around customer perspectives, internal business processes, and organizational growth, learning, and innovation. Kaplan and Norton (1992) describe the innovation of the balanced scorecard as follows: The balanced score card retains traditional financial measures. Financial measures tell the story of past events, a satisfactory story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are insufficient, however, for guiding and assessing the journey that information

the companies must make to create future value through investment in customers, suppliers, employees, procedures, expertise or technologies and innovation (Kaplan and Norton, 2006).

The core of formulating a competitive strategy lies in linking a company to the competitive forces in the industry in which it competes. The scorecard interprets the vision and strategy of a business unit into purposes and measures in four different areas: the financial, customer, internal business process and learning and growth perspective. The financial perspective identifies how the company wishes to be viewed by its shareholders. The customer perspective defines how the company wishes to be viewed by its customers.

The internal business process perception defines the business processes at which the company has to be particularly adept in order to satisfy its shareholders and customers. The organizational learning and growth perspective includes the changes and enhancements which the company needs to realize if it is to make its vision come true (Nelson and Gary 2012). A strategy is an established of hypotheses about cause and effect. The measurement system should make the relationships (hypotheses) amid objectives (and measures) in the various perspectives obvious, so that they can be managed and authenticated. The chain of cause and effect should suffuse all four perspectives of a BSC (Kaplan and Norton, 2007).

The complete chain of cause-and consequence relationships can be recognized as a vertical course through the four BSC perspectives relationship: measures of organizational learning and growth, measures of internal business processes, measures of the customer perspective, financial measures. The measures of organizational learning and growth are therefore the drivers of the measures of the internal business processes.

The measures of these processes are in turn the drivers of the measures of the customer perspective, while these measures are the drivers of the financial measures. According to Kaplan and Norton a good balanced scorecard should have an appropriate mix of outcomes (lagging indicators) and performance drivers (leading indicators of the business unit's strategy (Kaplan and Norton, 2008).

In line with Kaplan and Norton (2008), organization learning and growth involves training employees and hiring experienced consultants so that they can mentor the existing employees. This implies that employee career development elements (training and education, career guidance interventions such as mentorships and coaching, and employee self-development) are crucial building blocks to the achievement of balance score card performance. It encompasses the provision of services in many different jurisdictions and delivery settings to assist people to gain the knowledge, skills, attitudes and behaviors that help them to manage their career more effectively.

Career development programs enable a deeper focus on an employee's aims and aspirations from identification of the handicaps being faced by an employee in accomplishing these goals to the solutions in terms of re-skilling or reassignment. This focus acts as the significant motivator for an employee to excel and exceed the targets. It facilitates powerful personal and professional development. As per the motivational theories, achievement orientation, growth and development are the basic human needs (Armstrong 2005). Globally, the importance and challenges of balance scorecard implementation has been acknowledged in various studies.

### **2.2.2 Quality Improvement Theory**

This theory was postulated by Deming in 1986. The theory states that the management is responsible for the systems, and that it is the system that generates 80 percent of the problems in firms (Hill, 1995). Deming (1986) noted that no quality management system could succeed without top management commitment; it is the management that invests in the processes, creates corporate culture, selects suppliers and develops long-term relationships.

Deming's Quality Improvement Theory provides business with a plan to eliminate poor quality control issues through effective managerial techniques. It's a fact that management's behavior shapes the corporate attitude and defines what is important for the success and survival of the firm. Hubert (2010) has detailed the theoretical approach of Deming (1986) in respect to the quality management system, and it envisages the creation of an organizational system that fosters cooperation and learning to facilitate the implementation of process management practices. This, in turn, leads to the continual improvement of the processes, products, and services and helps to instill employee satisfaction. These are critical to promoting customer focus and ultimately, helping in the survival of any organization.

Deming (1986) believed in a systematic approach to problem-solving and promoted the widely known Plan-Do-Check-Act cycle. The Plan-Do-Check-Act (PDCA) cycle of continuous improvement is a universal quality improvement concept whose aim is to constantly improve performance, thereby reducing the difference between customer requirements and the performance of the manufacturing firms (Goetsch & Davis, 2006). The theoretical essence of the Quality Improvement Theory focused on quality concerns in

the creation of an organizational system that fosters cooperation and learning for facilitating the implementation of process management practices, which, in turn, leads to performance (Anderson et al., 1994). Oakland (2014) stressed that the responsibilities of top management should take the lead in changing processes and systems. Leadership plays a crucial role in ensuring the success of quality management because it is the top management's responsibility to create and communicate the vision to move the firm toward performance improvement.

Top management is responsible for most quality problems; Kamanda (2010) asserts that it should give employees clear directions on what is considered acceptable work, and provide the methods to achieve it. These methods include an appropriate working environment and climate for work that is free of fault finding, blame or fear and instead provide clarity of issues, communicate effectively and provide appropriate environment for work to enhance performance (Lamport et al., 2010).

The top management should be committed to applying the principles and practices of System of Profound Knowledge (SOPK), where a business can simultaneously reduce costs through reducing waste, rework, staff attrition and litigation while increasing quality, customer loyalty, worker satisfaction and ultimately, profitability (Deming, 1986). Deming's Quality Improvement Theory is relevant to study in that it supports the variable of system automation enhance quality of products and services through continuous improvement, employee training and which organizations can use to realize performance. This theory is applicable to the study because total quality management is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback.

### **2.2.3 Contingency Theories**

As per Daft and Noe (2001), contingency theory contends that it is the management's responsibility to increase the follower's motivation to attain organizational goals. Daft and Noe (2001) conclude that the management must match their management approach with the organizational contingency then offers the best solution which should result into quality.

Contingency theories have long been considered to create the significance of customer satisfaction to the operational performance. Quality focused organizations must identify their customers both internal and external, establish the specific needs of these customers, integrate all activities of the organization including marketing, production, finance and human resource management to incorporate the best way to satisfy the needs of these customers, and eventually, follow up to ensure the customers have been satisfied. TQM represent alternative approaches to improving the effectiveness and efficiency of an organization's operations function which are justified by these theories.

Contingency Theories set themselves the objective of identifying as many solutions to the problems as possible (Fulop & Lilley, 2004). The optimum solution for the organization and environment is then decided upon. The nature of the task, the structure of the organization, the human factors and the technology involved must all be taken into consideration before the decision is made. Contingency theories asserts that different situations and conditions require different management approaches and the proponents believe that there is no one best way to manage but the best way depends on the specific circumstances for the best quality outcome.

### **2.2.4 Dynamic Capabilities Theory**

The Dynamic-Capabilities Theory was established by Teece *et al.* in (1997) that was an extension of the resource-based view theory of the firm (Wanyoike, 2016). The theory examines how firms integrate, build, and reconfigure their internal and external firm-specific competencies into new competencies that match their turbulent environment (Olepein, 2015). Otwoma (2016) contend that the theory assumes that firms with greater dynamic capabilities will outperform firms with smaller dynamic capabilities. The aim of the theory is to understand how firms use dynamic capabilities to create and sustain a competitive advantage over other firms by responding to and creating environmental changes (Agori, 2009). Njuguna (2014) argues that capabilities are a collection of high-level, learned, patterned, repetitious behaviours that an organization can perform better relative to its competition. The aim of the theory is to understand how firms are called zero-level capabilities, as they refer to how an organization earns a living by continuing to sell the same product, on the same scale, to the same customers (Moturi 2010). Dynamic capabilities are called first-order capabilities because they refer to intentionally changing the product, the production process, the scale, or the markets served by a firm (Mutunga, 2008). Mulinge (2014) opines that the resource base of an organization includes its physical, human, and organizational assets. Dynamic capabilities are learned and stable patterns of behaviour through which a firm systematically generates and modifies its way of doing things, so that it can become more effective. An organization has dynamic capabilities when it can integrate, build, and reconfigure its internal and external firm-specific capabilities in response to its changing environment (Kemboi, 2016). Eristavi (2012) ascertains that whereas organizational capabilities have to do with efficient exploitation of existing resources, dynamic capabilities refer to efficient exploration and implementation of new opportunities. A firm has a capability if it has some minimal ability to perform a task, regardless of whether or not that task is performed well or poorly

(Chartered Institute of Management Accountants, 2011). A dynamic capability is the capacity of an organization to purposefully create, extend, and modify its resource base (Andrle, 2008). This theory is applicable in this study because it shed some light on how Air Kenya can enhance its operational performance through continuous improvement and capacity building as TQM practices.

## **2.3 Empirical Review**

### **2.3.1 Continuous Improvement and Performance**

Continuous improvement is a method for improving every facet of a company's operations and increasing competitiveness by developing a company's resources (Porter and Anne, 2017). The improvement can involve many goals including; producing products with zero defects or achieving 100 percent customer satisfaction, but continuous improvement has the same basic principles irrespective of the set goals (Murphy and Elana, 2006). These principles include: involvement of the company at all levels, find savings by improving existing processes, gathering data on company operations and quantify that data, which becomes the baseline against which improvements would be measured for continuous improvement (Morgan, 2006).

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). This study would confirm the situation at Air Kenya Express Ltd.

### **2.3.2 Customer Focus and Performance**

According to Fening et al. (2013) and Khan (2010), the satisfaction of the customer is the key focus of the TQM philosophy. It is, therefore, crucial for any organization to prioritize the customer in every decision making process. For example, the customer should be actively involved in the product/service design and development process so as to provide the necessary inputs that are essential for preventing waste, flaws and quality issues (Fening et al., 2013).

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 focus 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.

It is generally agreed that quality has become a powerful strategic weapon in meeting customer satisfaction both locally and internationally. Improved quality is pivotal to customer demands and increases productivity of the organization with the increased return. Many authors agree that quality of product and service is the key to competitiveness in the open market. Kondo (2009) notes that improving quality in creative ways reduces costs and raises productivity. It is essential that a viable customer base is developed and maintained by implementing proper quality practices which implicates on the operational performance.

According to Garvin (2017) quality is not only a strategic weapon for competing in the current marketplace, but it also a means of pleasing consumers, not just protecting them from annoyances. Therefore, a company's specific advantage is to identify and then compete on one or more of the dimensions of quality. Per Noori (2014), who stresses in his book that competitiveness cannot only be achieved through quality, but the needs are fourfold: cost, competitive advantage, reputation and staying alive. Numerous empirical studies confirm that firms that have adopted a quality-oriented strategy have achieved improved productivity, greater customer satisfaction, increased employee morale, improved management labor relations and higher overall operational performance. The study would help Air Kenya Express ltd understand their customers well and improve its performance.

### **2.3.3 Employee Empowerment and Performance**

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.

Mohanty and Lakhe (2012) argues that the people who know the most about what is right and wrong with processes are those who do it. If trained well and given the responsibility to inspect quality of their work it would eliminate inspection. Chandler and Mc Evoy (2012) pointed out that employees are the prime source of human resources, their education, skills and experience need to be assessed and matched with the job requirements for maximum performance. Employee involvement was conceived to mean a feeling of psychological ownership among organizational members Koopman (2006). Unlike total quality management ideology, the traditional employee involvement is narrow-minded; it is job centered rather than process-centered. The total quality management approach involves achieving broad employee interest, participation and contribution in the process of quality management.

Training helps in preparing employees towards managing the total quality management ideology in the process of production. Training equips people with the necessary skills and techniques of quality improvement. It is argued to be a powerful building block of business in the achievement of its aims and objectives Zhang,(2010). Through training, employees can identify improvement opportunities as it is directed at providing necessary skills and knowledge for all employees to be able to contribute to ongoing quality improvement process of production. Training and development programs should not be seen as a onetime event but a lifelong process Dale et al,(2010).

#### **2.3.4 Top Management Commitment Performance**

Top management can be referred to as the corner stone of a successful Total Quality programme as they hold the seat of most influence upon those working for the company.

They do not as such produce anything, but they get results through their employees. Their management style may come into play when trying to get the best from staff, whether it is through an authoritarian approach or a participation styled approach (Meere, 2005). Magutu *et al.*, (2010) demonstrates that ISO 9001:2008 provide an invaluable set of benefits for academic institutions in Kenya. They argue that ISO 9001:2008 certification carry advantages like market competitiveness, consistency in quality, improved productivity, employee involvement, staff morale and job satisfaction. The practical benefits of working towards and achieving the standard are many. They include improved earning, productivity and profitability. On the contrary, Arawati (2005) reveals a practical situation when the ISO system does not add value to manage the business processes, by mentioning that ISO 9001: 2008 quality standards is not regarded as a major driver of process performance as the company has a policy on achieving these standards based on commercial needs criteria.

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 commitment and leadership requires effective change in organizational culture and this can only be made possible with the deep involvement of top management to the organization's strategy of continuous improvement, open communication and cooperation throughout the organization. Total quality management implementation

improves the organizational performance by influencing other total quality management dimensions.

According to Garvin (2014) most problems associated with quality are attributed to management. This indicated that successful quality management is highly dependent on the level of top management commitment. It requires that top management commitment to quality must convey the philosophy that quality would receive a higher priority over cost and that in the long run would achieve operational performance as well as reduced operational cost. Several studies have been done on the concepts of quality improvement practices and organization performance. For example, Miller and Hartwick (2012) found that training and top management commitment play very important roles in TQM implementations in public listed manufacturing companies.

We need to understand that without clear and consistent quality leadership, quality cannot hope to succeed Everett (2012). This requires that quality leadership to be made a strategic objective and this means that the leader provides the suitable environment to provide the most comfort to the members who improve performance and productivity Rao et al., (2006). Top management commitment has been identified as one of the major determinants of successful TQM implementation. In Air Kenya is headed by a general manager. The firm had various departments which include Engineering, Finance, Marketing, PR and Communications all headed by Departmental Managers. These managers form the top management of the firm.

#### **2.4 Summary of Research Gaps**

A study conducted in Turkey by Esin (2008) revealed that size of a firm statistically affects TQM efforts. It points out that large firms implement employee management information and analysis, supplier management, and continuous improvement practices

intensively compared to small firms. Employees working in small firms ends up being less motivated to participate in team work and empowerment.

A study conducted in Australia by Anoop et.al (2012) TQM utilized in an organization increase the ability and performance of the organization. The performance can be measured by financial performance, operational performance, customer retention, employee retention and quality of products. Performance in an organization can be widely affected by the environmental and organizational factors. Use of TQM affects financial performance either directly or indirectly.

Karani (2013) argued that Total quality management is a management strategy of an organization which focuses on quality, participation of all staff members and aims at long term success. All this can be achieved through customer satisfaction and benefits to all members of the organization and to society. Therefore, TQM is a philosophy for managing an organization in a way that meets expectations of shareholders and motivation of staffs. A study by Jeremiah (2015) indicated that a business should have continuous improvement for it to remain competitive. Currently, many construction industries have faced challenge with staffs striking often hence performance in the industry being questionable. Therefore, the study is relevant to examine the influence of continual improvement, customer focus, employee empowerment and top management commitment on organizational performance.

**Table 2.1: Summary of the Literature Review and Research Gaps**

<b>Author</b>	<b>Focus of the study</b>	<b>Findings</b>	<b>Knowledge gap</b>	<b>Focus of the current study</b>
Awuor and Kinuthia (2013)	TQM Practices in Commercial Banks	TQM practices exists in the selected Banks	-Did not examine the relationship between TQM and performance	-TQM practices Performance

Mbuthia (2013)	Service Quality Practices in Manufacturing firms	The level of adoption of service quality dimensions is low	-Did not address the relationship between TQM and performance	-TQM Practices and service delivery
Irfan, Ijaz, Ken and Awan(2012)	Operational performance and TQM	Significant positive impact of TQM practices on operational performance of public hospitals	-Did not examine the influence of continuous improvement on performance	-Studies influence of continuous improvement on performance
Kaluarachi(2009)	TQM implementation in public Hospitals	Successful Implementation of TQM in the hospitals contributed towards improving its service outcomes/performance over time	The study did not examine the influence of customer satisfaction and continuous improvement	Study influence of customer satisfaction and continuous improvement on performance
Young, Charns and Shortell(2011)	Adoption of TQM in Kenyan airlines	83% of the airlines adopted TQM	The study did not focus on employee involvement	Influence of employee involvement on performance
Berman, Milakovich and West(1996)	TQM in state Airlines	TQM is not yet fully institutionalized in airlines	The study did not examine the influence of customer focus on performance	Study influence of customer focus on performance

*Source: Author (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 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

### Dependent Variables

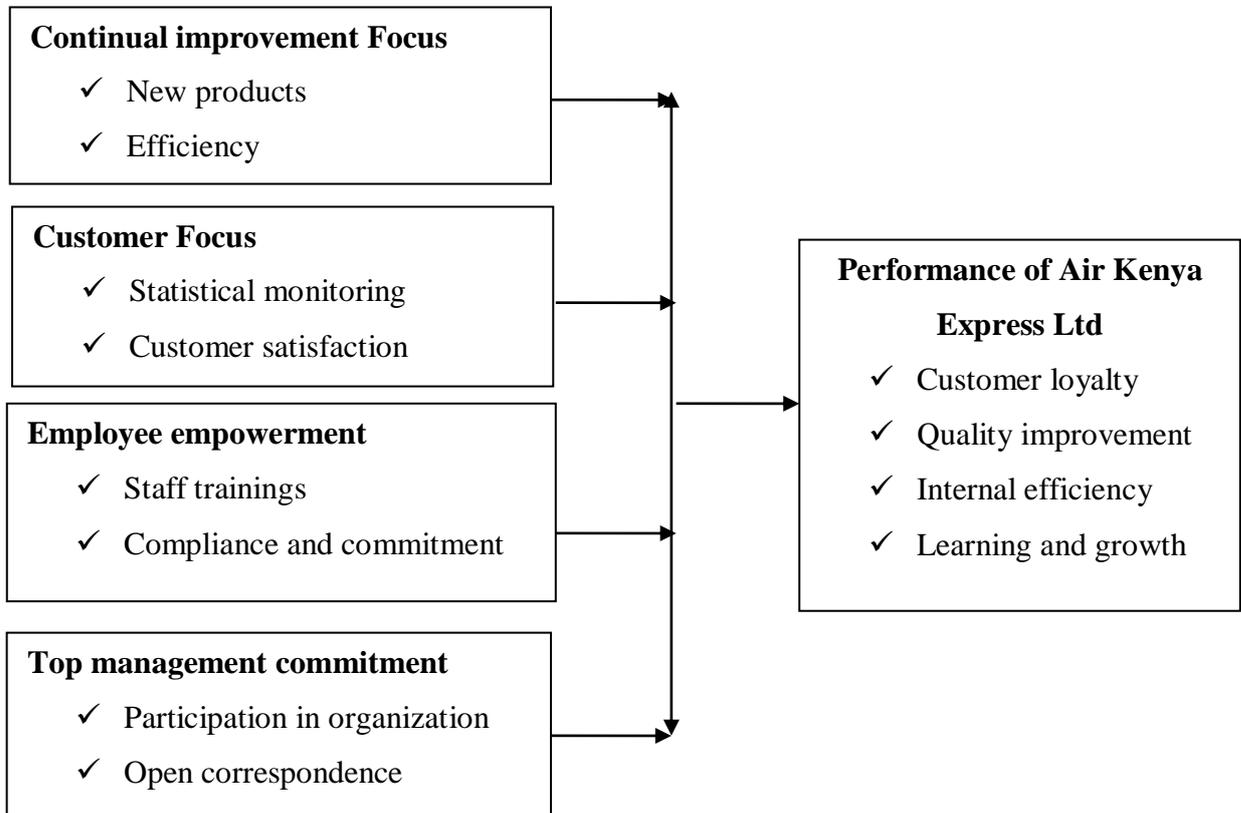


Figure 2.1: Conceptual Framework  
Source: Researcher (2018)

As illustrated above, the independent variables were TQM practices which included continuous improvement, customer focus, employee empowerment and top management commitment while the dependent variable was the performance of Air Kenya Express Limited. Continuous improvement involves coming up with new products and services, enhancing efficiency and effectiveness in service delivery while customer focus was measured through statistical monitoring of customer trend and also instilling customer satisfaction as indicated by attraction and retention rates. Employee empowerment was portrayed through capacity building manifested via trainings and the level of compliance

and commitment to service delivery while top management commitment was measured through the level of participation of the management of Air Kenya in the daily running of the firm and also the level and openness of correspondence. Performance of the Airline was measured through the level of customer loyalty or patronage, quality improvement status, internal efficiency and the level of learning and growth in the organization.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research design, type and source of data used in the study, the target population and sampling methods and the techniques that were used to select the sample size. It also describes how data was collected, analyzed and presented.

#### **3.2 Research Design**

The research problem was studied through the use of a descriptive research design. According to Cooper & Schindler (2013), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalize the findings to the airline. A case study approach was used to analyze the application of the TQM practices in Air Kenya Express Ltd and how they affected performance of the airline. According to Kothari (2004) integration of descriptive and case study approaches to research enables the researcher get more details and correlate the findings with those of other players in that particular sector.

#### **3.3 Target Population**

The target population for this study comprised of administration, engineering, finance, marketing and Public Relation and Communications departments. According to Mugenda and Mugenda (2003) population is a complete set of individuals, cases or objects with some common observable characteristics. The target population for the study was therefore 50 respondents.

**Table 3.1: Target Population**

<b>Departments</b>	<b>Population</b>	<b>Percentage</b>
Administration	5	10
Engineering	8	16
Finance	12	24
Marketing	15	30
Public Relation and Communications	10	20
<b>Total</b>	<b>50</b>	<b>100</b>

*Source: Air Kenya Express (2018)*

### **3.4 Sampling Procedure**

Sampling techniques provide a range of methods that facilitate in reducing the amount of data that needs to be collected by considering only data from a sub-group rather than all possible cases or elements. Since the population was small, a census was adopted involving all the members of the population in the study. According to Mugenda and Mugenda (2003) a population of less than 200 requires a census for statistical significance and drawing of conclusions and recommendations.

### **3.5 Data Collection Procedure**

According to Kothari (2014), data collection procedures are strategies employed in research to ensure credible, valid and reliable data is obtained to inform the research findings. The study administered the questionnaire individually to all respondents of the study through drop and pick later method. The study exercised care and control to ensure all questionnaires issued to the respondents were received and achieved. The study maintained a register of questionnaires, which was sent, and which was received.

### **3.6 Validity and Reliability of the study**

#### **3.6.1 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 was accurate and meaningful (Mugenda & Mugenda, 2013). The data was collected from the management of the airline. This issue confirmed the validity of the data and relevant results. Content validity was measured through university supervisor and also through a pilot study.

#### **3.6.2 Reliability**

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 measured 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., 1998). The following table 3.2 indicates the findings of the reliability test.

**Table 3.2: Reliability Test**

Variable	Number of Items	Cronbach Alpha
Customer Focus	5	0.895
Continual improvement Focus	5	0.899
Employee empowerment	5	0.791
Top management commitment	5	0.813

*Source: Field data (2018)*

The study established that customer focus had a Cronbach alpha of 0.895, continual improvement focus had a Cronbach alpha of 0.899, employee empowerment had a Cronbach alpha of 0.791 and top management commitment had a Cronbach alpha of 0.813. The study found out that all of the variables had a Cronbach alpha of above 0.7 an indication that the variables were sufficient for the study. This is in support of George and Mallery (2013) who states that an Alpha above the value of 0.7 is considered acceptable.

### **3.7 Data Analysis and Presentation**

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 was 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 is;  $(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$ : Whereby

$Y = \text{Performance}$

$X_1 = \text{Continual improvement}$

$X_2 = \text{Customer focus}$

$X_3 = \text{Employee empowerment}$

$X_4 = \text{Top management commitment}$

$\beta_1, \beta_2, \beta_3, \beta_4 = \text{Regression Coefficients}$

$\varepsilon = \text{Error term}$

However, qualitative data was analyzed 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.

### **3.8 Ethical Considerations**

Informed consent was obtained from all those participating in the study. Those who were 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 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.

### **3.9 Limitations**

The current study relied on primary data which was collected by use of structured questionnaires. Some respondents were not willing to give information fearing

victimisation by senior managers and directors of the company. The current study focused on the effect of total quality management practices on performance of Airkenya Express Limited hence limiting the study to Airkenya Express limited airline, The study also was limited due to the fact that the respondents were busy since the season was high or at its peak and getting information was a major challenge as it took several weeks to get it.

## CHAPTER FOUR

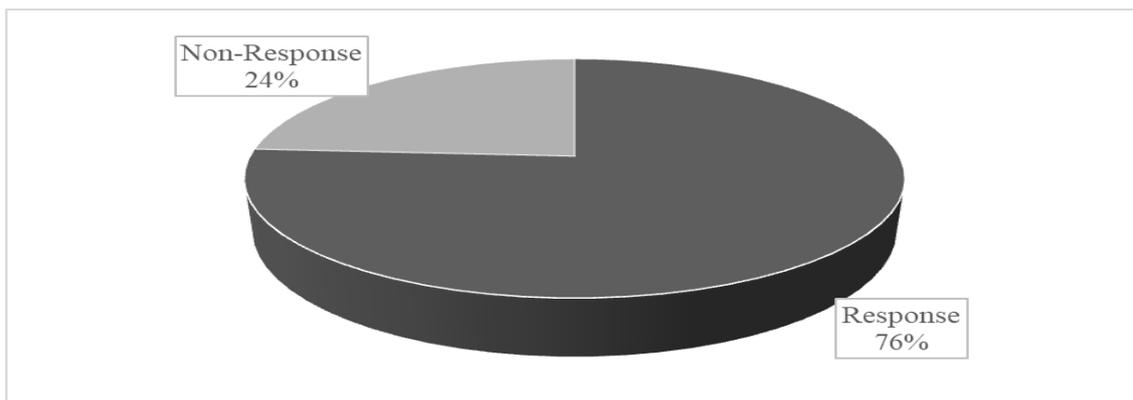
### DATA ANALYSIS AND PRESENTATION OF RESULTS

#### 4.1 Introduction

This chapter presents the findings of the analyzed data that was collected by use of structured questionnaires. The collected data was coded into SPSS Version 23.0 for analysis and presentation. Key findings and discussions drawn from the findings per objective are also presented.

##### 4.1.1 Response Rate

The researcher distributed 50 questionnaires to top, middle and lower level management of the Airline, 38 questionnaires were dully filled and returned to the researcher. This gave a response rate of 76% 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 response rate is as presented in Figure 4.1



*Figure 4.1: Response Rate*

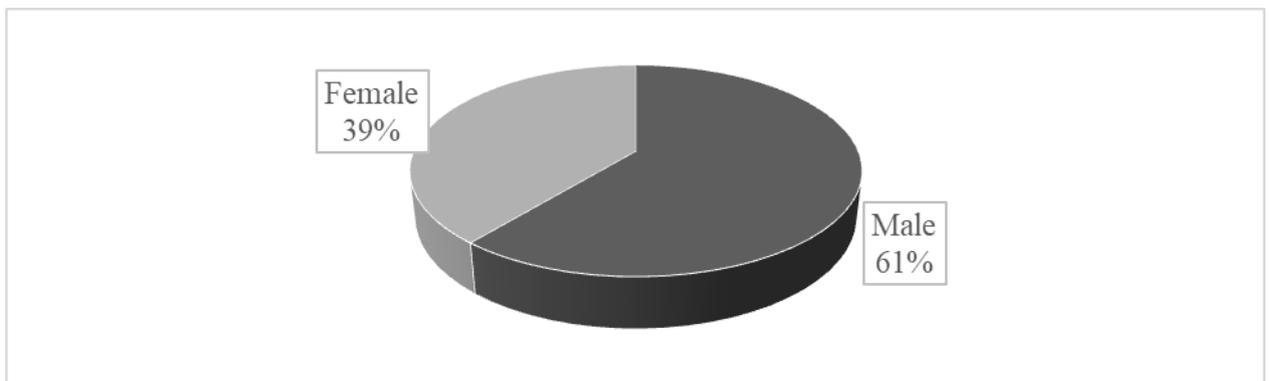
*Source: Field data, 2018*

## 4.2 Demographic Information

Respondents were asked to indicate their demographic information regarding their gender, department, length of service in the organization, length of service in the industry and their highest level of education. The findings are as shown in subsequent sections.

### 4.2.1 Gender

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



*Figure 4.2: Gender*

*Source: Field data, 2018*

The findings in Figure 4.2 show that majority of the respondents 61% were male and 39% of the respondents were female. This shows that the top, middle and lower level management of the Airline were male an indication that this airline had more male than female at the management levels.

### 4.2.2 Department

The respondents were asked to indicate their departments; the findings are as shown in Figure 4.2.

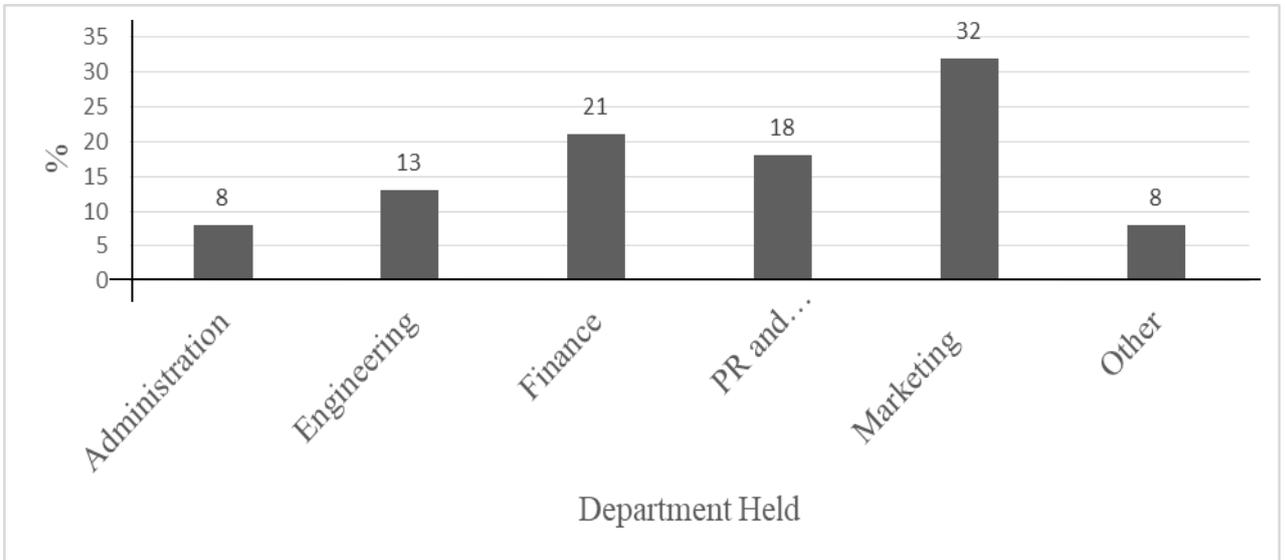


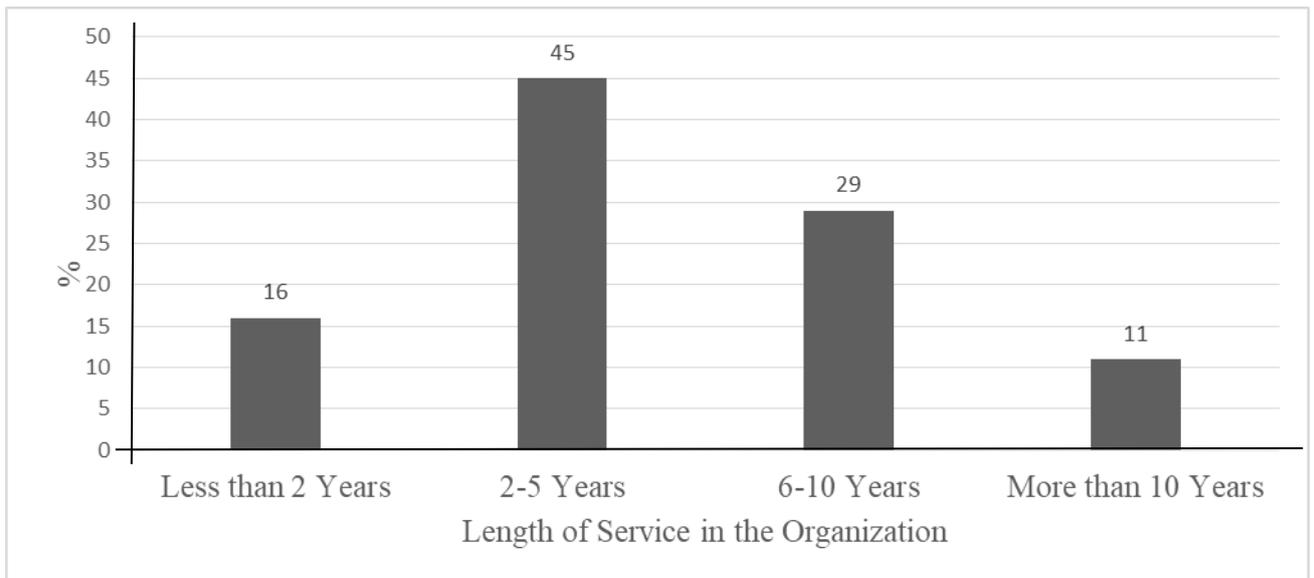
Figure 4.3: Department

Source: Field data, 2018

The findings show that 32% of the respondents were from marketing department, followed by 21% from finance department, 18% from PR and Communications, 13% from engineering, and 8% from administration and other departments. This shows that the study was carried out from all the departments and indication that reliable data was sought.

### 4.2.3 Length of Service in the Organization

The respondents were asked to indicate their length of service in the company, the findings are as shown in Figure 4.4.



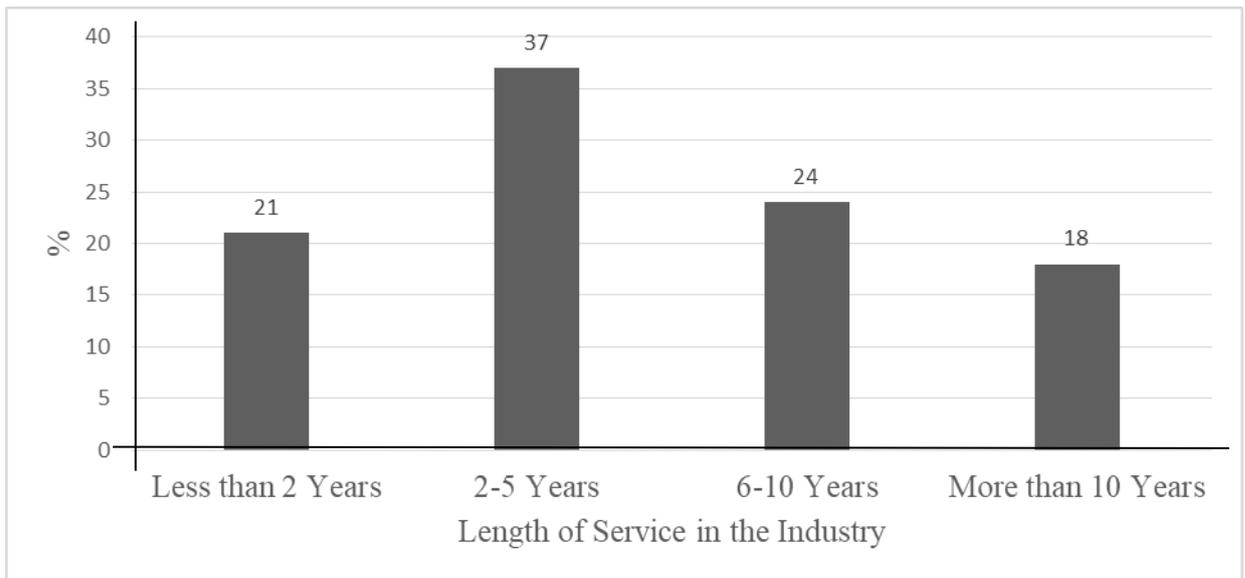
*Figure 4.4: Length of Service in the Organization*

*Source: Field data (2018)*

The study established that 45% of the respondents had worked in the organization for more than 2-5 years, followed by 29% who had worked for 6-10 years, 16% had worked for less than 2 years and 11% had worked for more than 10 years. The findings show that majority of the respondents had worked for more than 2 years an indication that they had gained skills from the organization hence they were competent in running their duties.

#### **4.2.4 Length of Service in the Industry**

Respondents were asked to indicate their length of service in the industry, the findings are as shown in Figure 4.5.



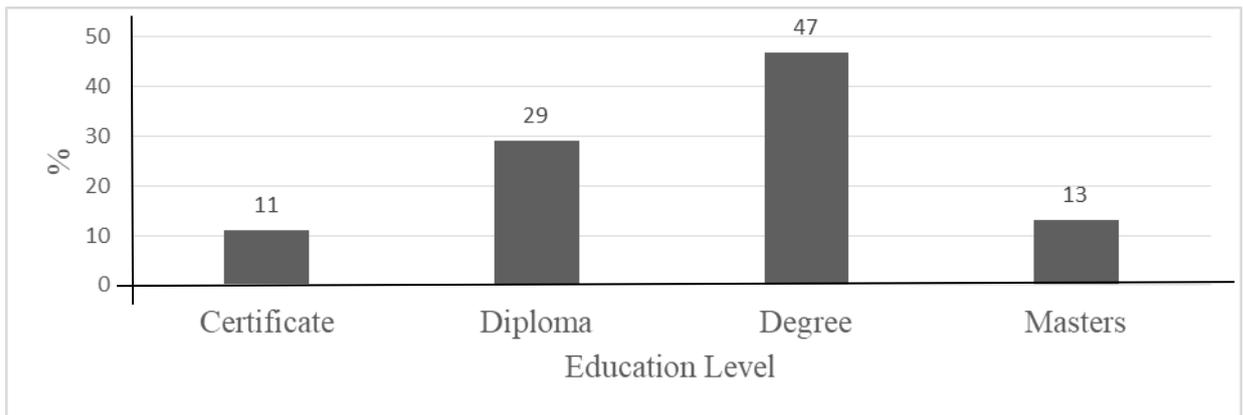
*Figure 4.5: Length of Service in the Industry*

*Source: Field data (2018)*

The findings in Figure 4.5 show that 37% of the respondent's length of service in the industry was 2-5 years, followed by 24% who had worked for 6-10 years, 21% had less than 2 years and 18% had more than 10 years. This shows that a majority of the respondents had worked for more than 2 years hence had more experience to run the managerial level.

#### **4.2.5 Highest Level of Education**

Respondents were asked to indicate their highest level of education; the findings are as shown in Figure 4.6.



*Figure 4.6: Highest Level of Education*

*Source: Field data, 2018*

The findings in Figure 4.6 show that 47% of the respondents' highest level of education was degree, followed by 29% who had diploma, 13% had masters in degree and 11% had certificate. The findings show that majority of the respondents from the company hired highly qualified staffs for their increased level of professionalism.

### **4.3 Descriptive Statistics**

Respondents were asked to indicate their level of agreement on each indicator; the findings are as shown in subsequent sections.

#### **4.3.1 Continuous Improvement and Performance**

Respondents were asked to indicate the extent to which they agreed on the effect of continuous improvement on firm performance. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1 was used. The findings are as shown in Table 4.2.

**Table 4.1: Continuous Improvement and Performance**

<b>Indicator</b>	<b>Mean</b>	<b>Std Dev</b>
Our company always comes up with new products for customers	3.869	0.954
Our firm offers unique and exemplary services	3.753	0.872
Air Kenya embraces efficiency in its operations	3.971	0.994
Customer feedback is always used to improve service delivery	3.658	0.872
The firm embraces new technology to improve service delivery	3.892	0.951
The firm has the latest planes in its fleet	3.421	0.948
The airline staff undergo continuous training to improve customer service	3.962	0.855

*Source: Field data, 2018*

The findings in Table 4.2 show that majority of the respondents agreed that their company always came up with new products for customers as supported by a mean of 3.869 with standard deviation of 0.954. Majority of the respondents agreed that the firm offered unique and exemplary services as supported by a mean of 3.753 with standard deviation of 0.872. Majority of the respondents agreed that Air Kenya embraced efficiency in its operations as supported by a mean of 3.971 with standard deviation of 0.994. Majority of the respondents agreed that customer feedback was always used to improve service delivery as supported by a mean of 3.658 with standard deviation of 0.872. This is supported by McManus (2009) who established that continuous improvement most often involves creating a team that includes representatives from all areas of the company that motivates the staffs into delivering as stipulated in the organization.

The study established that majority of the respondents agreed that the firm embraced new technology to improve service delivery as supported by a mean of 3.892 with standard

deviation of 0.951. Majority of the respondents moderately agreed that the firm had the latest planes in its fleet as shown by a mean of 3.4221 with standard deviation of 0.948. Majority of the respondents agreed that the airline staff underwent continuous training to improve customer service as supported by a mean of 3.962 with standard deviation of 0.855. This agrees with Kinni and Theodore (2015) who states that a team achieves improved quality because of its initial efforts to achieve the set and speculated targets.

#### 4.3.2 Customer Focus and performance

Respondents were asked to indicate the extent to which they agreed on effect of customer focus on firm performance. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1 was used. The findings are as shown in Table 4.3.

**Table 4.2: Customer Focus and performance**

<b>Indicator</b>	<b>Mean</b>	<b>Std Dev</b>
The airline has a robust customer care team	4.081	0.936
The airline responds to customer needs around the clock	3.624	0.863
The firm monitors customer statistics to inform policy	3.796	1.084
Customer service has been automated	3.461	0.816
Customer demands inform company policy	3.582	0.947
There is effectiveness in customer service	3.691	0.856
The firm updates customers on new routes, products and services regularly	3.928	1.061

*Source: Field data, 2018*

The findings in Table 4.3 show that majority of the respondents agreed that the airline had a robust customer care team as supported by a mean of 4.081 with standard deviation of 0.936. Majority of the respondents agreed that the airline responded to customer needs around the clock as supported by a mean of 3.624 with standard deviation of 0.863. This is supported by Deming (2006) who states that customers see quality as the capacity to satisfy their needs and wants is met.

Majority of the respondents agreed that the firm monitored customer statistics to inform policy as supported by a mean of 3.796 with standard deviation of 1.084. Majority of the respondents moderately agreed that customer service had been automated as supported by a mean of 3.461 with standard deviation of 0.816. This agrees with Gilmore (2011) who states quality to mean the degree to which a specific product satisfies the wants of a specific consumer leads to increased productivity.

The study further established that majority of the respondents agreed that customer demanded informed company policy as supported by a mean of 3.582 with standard deviation of 0.947. Majority of the respondents agreed that there was effectiveness in customer service as supported by a mean of 3.691 with standard deviation of 0.856. Majority of the respondents agreed that the firm updated customers on new routes, products and services regularly as supported by a mean of 3.928 with standard deviation of 1.061.

### **4.3.3 Employee Empowerment and Performance**

Respondents were asked to indicate the extent to which they agreed on effect of employee empowerment on firm performance. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1 was used. The findings are as

shown in Table 4.4.

**Table 4.3: Employee Empowerment and Performance**

<b>Indicator</b>	<b>Mean</b>	<b>Std Dev</b>
The firm has a policy on employee empowerment	4.021	0.853
The management appreciates all employees	3.958	0.946
The firm builds capacity among employees to improve service delivery	3.726	0.833
Employees are involved in decision making	3.618	0.982
The firm complies with all requirements on employee welfare and management	3.284	1.004
The firm is committed to compensate and reward employees commensurately	3.319	0.963
The airline motivates its staff to work	3.582	0.852

*Source: Field data, 2018*

The findings in Table 4.4 established that majority of the respondents agreed that the firm had a policy on employee empowerment as shown by a mean of 4.021 with standard deviation of 0.853. Majority of the respondents agreed that the management appreciated all employees as supported by a mean of 3.958 with standard deviation of 0.946. Majority of the respondents agreed that the firm-built capacity among employees to improve service delivery as shown by a mean of 3.726 with standard deviation of 0.833. Majority of the respondents agreed that employees were involved in decision making as supported by a mean of 3.618 with standard deviation of 0.982. This is supported by Chandler and Mc Evoy (2012) who pointed out that employees are the prime source of human resources,

their education, skills and experience need to be assessed and matched with the job requirements for maximum performance.

The study found out that majority of the respondents moderately agreed that the firm complied with all requirements on employee welfare and management as supported by a mean of 3.284 with standard deviation of 1.004. Majority of the respondents moderately agreed that the firm was committed to compensate and reward employees commensurately as supported by a mean of 3.319 with standard deviation of 0.963. The study further established that majority of the respondents agreed that the airline motivated its staff to work as supported by a mean of 3.582 with standard deviation of 0.852. This agrees with Dale et al, (2010) who states that training and development programs should not be seen as a onetime event but a lifelong process for better productivity.

#### **4.3.4 Top Management Commitment and Performance**

Respondents were asked to indicate the extent to which they agreed on effect of top management on firm performance. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1 was used. The findings are as shown in Table 4.5.

**Table 4.4: Top Management Commitment and Performance**

<b>Indicator</b>	<b>Mean</b>	<b>Std Dev</b>
The airline management is keen on quality service delivery	4.037	0.983
The management supports staff to achieve firm mission and vision	3.713	0.885
The management empowers staff to deliver	3.695	0.964
The airline management engages in an open correspondence with its	3.428	1.021

staff		
The management participates in improving firm systems	3.683	0.916
The firm holds everybody to account on delivering quality	3.972	0.865

*Source: Field data, 2018*

The findings in Table 4.5 show that majority of the respondents agreed that the airline management was keen on quality service delivery as supported by a mean of 4.037 with standard deviation of 0.983. Majority of the respondents agreed that the management supported staff to achieve firm mission and vision as supported by a mean of 3.713 with standard deviation of 0.885. Majority of the respondents agreed that the management empowered staff to deliver as supported by a mean of 3.695 with standard deviation of 0.964. This is supported by Pheny and Teo (2013) who observed that top management must communicate TQM to the entire organization to create awareness, interest, desire and action.

The study further pointed out that majority of the respondents moderately agreed that the airline management engaged in an open correspondence with its staff as supported by a mean of 3.428 with standard deviation of 1.021. Majority of the respondents agreed that the management participated in improving firm systems as supported by a mean of 3.683 with standard deviation of 0.916. Respondents agreed that the firm held everybody to account on delivering quality as supported by a mean of 3.972 with standard deviation of 0.865. This agrees with Garvin (2014) who established that successful quality management is highly dependent on the level of top management commitment. This agrees with Chandler and Mc Evoy (2012) who pointed out that employees are the prime source of human resources, their education, skills and experience need to be assessed and matched with the job requirements for maximum performance.

### 4.3.5 Firm Performance

Respondents were asked to indicate the extent to which they agreed to the statements regarding performance of Air Line Kenya on a scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1. The findings are as shown in Table 4.6.

**Table 4.5: Firm Performance**

<b>Indicator</b>	<b>Mean</b>	<b>Std Dev</b>
The volume of sales of the firm has increased with employment of TQM practices	3.694	0.968
The number of clients has significantly increased	3.581	0.816
Customer service has increased with TQM practices	3.826	0.945
Our market share has gone up	3.384	0.945
Firm profitability has increased	3.619	0.941
With TQM practices our firm is highly competitive	3.864	0.869
Customer loyalty has improved	3.618	0.858
Our capacity to handle more clients has improved with TQM practices	3.586	0.918

*Source: Field data, 2018*

The study established that majority of the respondents agreed that the volume of sales of the firm had increased with employment of TQM practices with a mean of 3.694 with standard deviation of 0.968. Respondents agreed that number of clients had significantly increased by a mean of 3.581 with standard deviation of 0.816. Respondents agreed that customer service had increased with TQM practices by a mean of 3.826 with standard deviation of 0.945. Respondents moderately agreed that their market share had gone up as

supported by a mean of 3.384 with standard deviation of 0.945. This is supported by Pheny and Teo (2013) who observed that top management must communicate TQM to the entire organization to create awareness, interest, desire and action.

The study further found out that respondents agreed that firm profitability had increased as supported by a mean of 3.619 with standard deviation of 0.941. Respondents agreed that with TQM practices Air Kenya firm is highly competitive as supported by a mean of 3.864 with standard deviation of 0.869. Respondents agreed that customer loyalty had improved by a mean of 3.618 with standard deviation of 0.858. Respondents agreed that capacity to handle more clients had improved with TQM practices by a mean of 3.586 with standard deviation of 0.918.

#### 4.4 Inferential Statistics

The researcher carried out multiple regression analysis to establish the effect of total quality management practices on performance of Air Kenya Express Limited. The findings of Model Summary, ANOVA and Regression Coefficients are as shown in subsequent sections.

##### 4.4.1 Model Summary

The findings of coefficient of correlation and coefficient of determinations was identified by the researcher. The findings are indicated in Table 4.7.

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 <sup>a</sup>	.756	.751	.08053

a. Dependent Variable: Lending

- b. Predictors: (Constant), Customer Focus, Continual Improvement Focus, Employee Empowerment and Top Management Commitment

Table 4.6 shows that coefficient of correlation was 0.778 an indication that the study variables significantly influenced firm performance of Air Kenya Express Limited. Coefficient of adjusted determination was 0.751 which translates to 75.1%. This indicates that variations in dependents variable was explained by the independent variables (customer focus, continual improvement focus, employee empowerment and top management commitment). The residual of 24.9 % could be explained by other factors beyond the scope of the current study.

#### 4.4.2 ANOVA

An ANOVA was carried out at 5% level of significant level. A comparison between  $F_{\text{Calculated}}$  and  $F_{\text{Critical}}$  was carried out. The findings are indicated in Table 4.8.

**Table 4.7: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	495.175	4	123.794	25.561	.000 <sup>b</sup>
Residual	159.818	33	4.843		
<b>Total</b>	<b>654.993</b>	<b>37</b>			

*Source: Field data, 2018*

- a. Dependents Variable: Firm Performance
- b. Predictors: (Constant), Customer Focus, Continual Improvement Focus, Employee Empowerment and Top Management Commitment

Table 4.7 shows that that  $F_{\text{Calculated}}$  was 25.561 and  $F_{\text{Critical}}$  was 2.641. Since  $25.561 > 2.641$  indication that the overall regression model significantly influenced the study. The p value

was  $0.00 < 0.05$  an indication that the study variables significantly influenced firm performance of Air Kenya Express Limited.

#### 4.4.3 Coefficients

To investigate the effect of total quality management practices on performance of Air Kenya Express Limited, the following coefficient were generated.

**Table 4.8: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.468	.201		12.281	.000
Continual improvement	1.923	.125	1.096	15.420	.000
Customer focus	.224	.091	.123	2.460	.000
Employee empowerment	2.052	.612	.138	3.353	.002
Top management	.514	.117	.107	4.391	.000

Source: Field data, 2018

a. Dependent Variable: Firm Performance

The resultant equation becomes;

$$Y = 2.468 + 1.923X_1 + 0.224X_2 + 2.052X_3 + 0.514X_4$$

Whereby Y = Performance

X<sub>1</sub> = Continual improvement

X<sub>2</sub> = Customer focus

X<sub>3</sub> = Employee empowerment

X<sub>4</sub> = Top management commitment

From the findings, when all factors (customer focus, continual improvement focus, employee empowerment and top management commitment) were held constant, performance in commercial bank would be at 2.468. A unit increase in customer focus when all other factors were held constant, performance would be at 1.923. A unit increase in continual improvement focus when all the other factors were held constant, performance would be at 0.224. A unit increase in employee empowerment when all the other factors were hold constant, performance would be at 2.052. A unit increase in top management commitment when all other factors were held constant, performance would be at 0.173.

In view to p and t value, the study established that customer focus had a p value of  $0.00 < 0.05$  and a t value of  $15.420 > 1.96$ , continual improvement focus had a p value of  $0.00 < 0.05$  and a t value of  $2.460 > 1.96$ , employee empowerment had a p value of  $0.02 < 0.05$  and a t value of  $3.353 > 1.96$  and top management commitment had a p value of  $0.00 < 0.05$  and a t value of  $4.391 > 1.96$ . This shows that all the variables had a p value less than 0.05 and a t value greater than 1.96 an indication that all the variables significantly influenced performance of Air Kenya Express Limited.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the findings of the study as per drawn in chapter four. Conclusion and recommendations are drawn as per the objectives. Limitations, contribution to knowledge and areas for further research are also presented.

#### **5.2 Summary of the Findings**

The main objective of the study was to investigate the effect of total quality management practices on performance of Air Kenya Express Limited. The study was guided by the following specific objectives; to assess the effect of continuous improvement, customer focus, employee empowerment and top management commitment on performance of Air Kenya Express Limited. The study adopted descriptive research design; the study targeted the management levels of the company, relied on primary data that was coded into SPSS Version 23.0 for analysis.

##### **5.2.1 Continuous Improvement and Performance of Air Kenya Express**

The study established that continuous improvement as a TQM practice had a positive and significant effect on the performance of Air Kenya Express Ltd. The study found out that majority of the respondents agreed that their company always came up with new products for customers, the firm offered unique and exemplary services, embraced efficiency in its operations, and customer feedback was always used to improve service delivery, embraced

new technology to improve service delivery, the airline staff underwent continuous training to improve customer service and that the firm had the latest planes in its fleet.

### **5.2.2 Customer focus and Performance of Air Kenya Express Limited**

It was established that customer focus had a significantly positive relationship with performance of Air Kenya Express. The study established that majority of the respondents agreed that the airline had a robust customer care team, the airline responded to customer needs around the clock, the firm monitored customer statistics to inform policy, customer demanded informed company policy, there was effectiveness in customer service, the firm updated customers on new routes, products and services regularly and that customer service had been automated.

### **5.2.3 Employee empowerment and Performance of Air Kenya**

Employee empowerment was found to have a positive and significant correlation with performance of Air Kenya Express. The study found out that majority of the respondents agreed that the firm had a policy on employee empowerment, the management appreciated all employees, the firm-built capacity among employees to improve service delivery, employees were involved in decision making, the firm was committed to compensate and reward employees commensurately, the airline motivated its staff to work and majority of the respondents moderately agreed that the firm complied with all requirements on employee welfare and management.

### **5.2.4 Top Management Commitment and Performance of Air Kenya Express Limited**

In regard to top management commitment, the study established that there was a positive relationship with firm performance. Majority of the respondents agreed that the airline management was keen on quality service delivery, the management supported staff to achieve firm mission and vision, the management empowered staff to deliver, management participated in improving firm systems and that the firm held everybody to account on delivering quality. Majority of the respondents moderately agreed that the airline management engaged in an open correspondence with its staff.

### **5.3 Key Findings and Conclusion**

The study concluded that Air Kenya Express Limited always came up with new products for customers. Air Kenya offered unique and exemplary services, embraced efficiency in its operations and customer feedback was always used to improve service delivery. The firm always embraced new technology to improve service delivery. The airline staff underwent continuous training to improve customer service and the firm had the latest planes in its fleet.

The study concludes that the airline had a robust customer care team and responded to customer needs around the clock. Air Kenya monitored customer statistics to inform policy and the customer demanded informed company policy. Air Kenya offered and embraced effective customer service, updated customers on new routes, products and services regularly. Air Kenya had automated customer services.

The study concludes that the firm had a policy on employee empowerment and the management appreciated all employees. Air Kenya built capacity among employees to improve service delivery. Employees were involved in decision making and the firm was committed to compensate and reward employees commensurately. The airline motivated

its staff to work and the firm complied with all requirements on employee welfare and management.

The study further concludes that the airline management was keen on quality service delivery offered to clients. The management supported staff to achieve firm mission and vision of the company. The management empowered staff to deliver and participated in improving firm systems. Air Kenya held everybody to account on delivering quality as per the standard of the company. The airline management engaged in an open correspondence with its staff.

#### **5.4 Recommendations**

The study recommends that Air Kenya Express Limited should come up with new products for customers. Air Kenya should offer unique and exemplary services and embrace efficiency in its operations. Air Kenya ought to use customer feedback to improve service delivery. The firm ought to embrace new technology to improve service delivery. The airline staff ought to undergo continuous training to improve customer service and ought to have the latest planes in its fleet.

The study recommends that the airline have a robust customer care team and ought to respond to customer needs around the clock. Air Kenya ought to monitor customer statistics to inform policy and the customer ought to demand informed company policy. Air Kenya ought to offer and embrace effective customer service, update customers on new routes, products and services regularly. Air Kenya ought to have automated customer services.

The study recommends that the firm should have a policy on employee empowerment and the management ought to appreciate all employees regarding their input. Air Kenya should also build capacity among employees to improve service delivery. Employees ought to be involved in decision making and the firm ought to be committed to compensate and reward employees commensurately. The airline ought to motivate its staff to work and ought to comply with all requirements on employee welfare and management.

The study further recommends that the airline management ought to be keen on quality service delivery offered to clients. The management ought to support staff to achieve firm mission and vision of the company. The management ought to empower staff to deliver and participate in improving firm systems. Air Kenya ought to hold everybody to account on delivering quality as per the standard of the company. The airline management ought to engage in an open correspondence with its staff.

### **5.5 Suggestions for Further Research**

The current study focused on the effect of total quality management practices on performance of Air Kenya Express Limited, future scholars ought to carry out similar studies in different airlines in Kenya. The study relied on primary data that was collected by use of structured questionnaires, future scholars ought to carry out similar a study by use of secondary data. The study had a coefficient of adjusted determination of 0.751 which translates to 75.1%, this gives a residual of 24.9% that can be explained by other factors beyond the scope of the current study that future scholars ought to focus on.

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## APPENDICES

### APPENDIX I: Research Questionnaire

I am a student at Kenyatta University taking an MBA course. As part of my academic requirements I am carrying out a study on “Total quality management practices and performance of Airlines in Kenya; case of Air Kenya Express Limited”. Please assist in filling this questionnaire to enable me complete writing this research. Thank you.

Please answer all Questions by inserting a TICK where appropriate or alternatively please write in the space provided.

#### SECTION A: PERSONAL DETAILS

1. Your age in years;

a) 20 – 30 ( )      b) 30-40 ( )      c) 40 -50 ( )      d) 50 and above ( )

2. Please indicate the number of years you have worked in this industry.

Less than 5 years ( )                      b) Between 5-10 years ( )

c) Between (11-15 years ( )              d) Over 15 years ( )

3. What does your firm deal with?

.....  
.

4. How many employees does your firm have?

5. What is the type of ownership does your enterprise have?

Sole Proprietorship

Partnership

Company

Other (specify)

6. Categorize your enterprise on the following scale

Small and upcoming

Medium

Established and large

Other (specify)

**SECTION B: Continuous Improvement and Performance**

6. Please indicate the extent to which you agree with the following statement relating to the application of continuous improvement in your airline on a Likert scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The company always comes up with new products for customers					
The firm offers unique and exemplary services					
Air Kenya embraces efficiency in its operations					
Customer feedback is always used to improve service delivery					
The firm embraces new technology to improve service delivery					
The firm has the latest planes in its fleet					
The airline staff undergo					

continuous training to improve customer service					
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**SECTION C: Customer Focus and performance**

7. Please indicate the extent to which you agree with the following statements regarding the application of customer focus as a quality management practice in your airline on a scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The airline has a robust customer care team					
The airline responds to customer needs around the clock					
The firm monitors customer statistics to inform policy					
Customer service has been automated					
Customer demands inform company policy					
There is effectiveness in customer service					
The firm updates customers on new routes, products and services regularly					

**SECTION D: Employee Empowerment and Performance**

8. Please indicate the extent to which you agree with the statements with regard to employee empowerment and performance of Air Kenya Express Limited on a scale

of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The firm has an a policy on employee empowerment					
The management appreciates all employees					
The firm builds capacity among employees to improve service delivery					
Employees are involved in decision making					
The firm complies with all requirements on employee welfare and management					
The firm is committed to compensate and reward employees accordingly					
The airline motivates its staff to work					

### **SECTION E: Top Management Commitment and Performance**

7. Please indicate the extent to which you agree with the following statements regarding top management commitment at Air Kenya Limited as a quality management practice on a Likert scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>

The airline management is keen on quality service delivery					
The management supports staff to achieve firm mission and vision					
The management empowers staff to deliver					
The airline management engages in an open correspondence with its staff					
The management participates in improving firm systems					
The firm holds everybody to account on delivering quality					

**SECTION F: Firm Performance**

8. Please indicate the extent to which you agree to the following statements regarding performance of your enterprise on a scale of 1-5 where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

<b>Indicator</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The volume of sales of the firm has increased with employment of TQM practices					
The number of clients has significantly increased					
Customer service has increased with TQM practices					
Our market share has gone up					

Firm profitability has increased					
With TQM practices our firm is highly competitive					
Customer loyalty has improved					
Our capacity to handle more clients has improved with TQM practices					