TOTAL QUALITY MANAGEMENT STRATEGIES AND EMPLOYEE
PERFORMANCE IN REFERRAL HOSPITALS IN KENYA: A CASE OF
KENYATTA NATIONAL HOSPITAL

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2019
DECLARATION

This Project is my original work and has not been presented for a degree in any other University.

Signature .................................... Date ........................................

Kithinji Victoria Mwende
D53/CTY/PT/37294/2017

I confirm that the work in this project was done by the candidate under my supervision.

Signature .................................... Date ........................................

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DEDICATION

To my husband Ezekiel, my parents Mr. and Mrs. Kithinji, and my siblings Stella and Chris.
ACKNOWLEDGEMENT

I give thanks to God for His graces me amidst of many challenges. I recognize the endless support, guidance, helpful criticism, and advice from my supervisor Dr. Hannah Bula. Special recognition to the lectures who I interacted with during my coursework and instilled in me the knowledge that has allowed me to write this proposal successfully. I also in a special way wish to acknowledge my classmates for togetherness as well as team spirit. Additionally, I acknowledge my loving family who always prayed, cheered me on, and encouraged me not to give up. May God bless you all.
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<thead>
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<th>Term</th>
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<tr>
<td><strong>Continuous improvement</strong></td>
<td>A total quality management philosophy focusing on enhancement initiatives to increase employee success and reduce failures in Kenyatta National Hospital.</td>
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<tr>
<td><strong>Customer focus</strong></td>
<td>Emphasis placed by Kenyatta National Hospital in satisfying the unlimited needs of their customers.</td>
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<td><strong>Employee involvement</strong></td>
<td>Allowing staff of Kenyatta National Hospital to participate in the quality work culture.</td>
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<td><strong>Employee performance</strong></td>
<td>The quality of the output of workers in Kenyatta National Hospital; quality service, timeliness of service delivery, and customer satisfaction.</td>
</tr>
<tr>
<td><strong>Top management commitment</strong></td>
<td>The ability of executive leaders in Kenyatta National Hospital to lead the workers, outline the company’s vision and mission, embrace the coaching, promote employee participation and long range orientation.</td>
</tr>
<tr>
<td><strong>Referral hospitals</strong></td>
<td>Healthcare facilities in Kenya from which the lower levels healthcare providers, who lack skills and facilities to manage certain clinical conditions try to find the help of healthcare providers who are particularly trained as well as equipped to guide them in managing a given episode of a clinical condition.</td>
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<tr>
<td><strong>Total quality management strategies</strong></td>
<td>Philosophies that aim at creating exemplary services capable of satisfying the needs of the customers in referral hospitals in Kenya.</td>
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<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>CRM</td>
<td>Customer Relationship Management</td>
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<td>KNH</td>
<td>Kenyatta National Hospital</td>
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<td>LISREL</td>
<td>Linear Structural Relations</td>
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<td>MTRH</td>
<td>Moi Teaching and Referral Hospital</td>
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<td>PDCA</td>
<td>Plan Do Check Act</td>
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<td>RBV</td>
<td>Resource Based View</td>
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<td>SPSS</td>
<td>Statistical Package of Social Sciences</td>
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<td>TOC</td>
<td>Theory of Constraints</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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Abstract

Total quality management describes a philosophy of management that aims at exceeding the current as well as future stakeholder expectations through continuously improving process, goods, and services. However, even though total quality management enhances employee performance, many public organizations and more specifically Kenyatta National Hospital is experiencing deteriorating performance of the employees due to internal and external issues. Therefore, this study’s main objective was to find out the influence of total quality management strategies on employee performance in Kenyatta National Hospital. The study had four specific objectives which include; to determine the influence of customer focus on employee performance in Kenyatta National Hospital; to establish how employee involvement influences employee performance in Kenyatta National Hospital; to establish the influence of continuous improvement on employee performance in Kenyatta National Hospital; and to assess whether top management commitment influences employee performance in Kenyatta National Hospital. The theories that explained the relationship are; quality improvement theory, resource-based view theory, institutional theory, and the theory of constraints. The study conducted a descriptive survey targeting 5500 employees (doctors, nurses, specialists, and support staff) of Kenyatta National Hospital and this made the sampling frame. The study employed stratified random sampling and surveyed 373 respondents to whom a structured questionnaire were issued. Secondary data was also collected. Descriptive and inferential analysis was employed. Validity of the research instrument was realized through expert opinion whereas reliability was determined by Cronbach’s Alpha. According to the findings, taking all factors (customer focus, employee involvement, continuous improvement and top management commitment) constant at zero, overall employee performance in Kenyatta National Hospital was found to be 5.674. The data findings also show that a unit increase in customer focus led to a 0.332 increase employee performance in Kenyatta National Hospital; a unit increase employee involvement lead to a 0.376 increase in employee performance in Kenyatta National Hospital; a unit increase in continuous improvement, led to 0.355 increases in employee performance in Kenyatta National Hospital and a unit increase in top management commitment led to a 0.398 increase in employee performance in Kenyatta National Hospital. This means that the most significant variable was top management commitment followed by employee involvement; continuous improvement and customer focus respectively.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee performance involves joint result of abilities, efforts, and task perceptions (Gruman & Saks, 2011). Good employee performance is a crucial step towards the realization of the organizational objectives. According to Afghan (2012), employee performance regarding service delivery relates to the quality of output, consistency on an activity, timeliness of output, and the effectiveness of work finished. Employee performance is a major challenge in the management of organizations as well adopting effective ways to ensure that the workers achieve as well as deliver to increase the competitiveness of the firm (Lee & Wu, 2011). Performance of workers is influential to the growth as well as profitability of the company as workers are regarded as the main resource that facilitates the operations of the firm (Ogbulafor, 2011).

The long term success of firms in the contemporary ever changing global economy depends on the improvement of efficiency in quality employee performance to increase the level of customer satisfaction (Hill, 2012). Organizations are continuously adopting an integrated as well as planned approach to create and sustain success in the global markets through engaging the workers and execution of development programs aimed at enhancing employee performance. A strategy that incorporates Total Quality Management (TQM) contributes immensely in creating an environment that enables the organization to continuously produce
quality results and services (Owino & Kinoti, 2015). TQM as a management aspect significantly impacts the performance of employees (Talib, Rahman, & Qureshi, 2013).

TQM is a philosophy which is focused on satisfying customers’ needs (Ramseook-Munhurren, Munhurren, & Panchoo, 2011). TQM requires firms to adopt customer oriented processes and prioritize satisfying clients and achieving expected profitably. This suggests that TQM approach involves the adoption of a consumer centric culture. TQM strategies consist of employee involvement, process management, top management commitment, teamwork, quality information and analysis, customer focus, benchmarking, continuous improvement, organizational culture, as well as education and training. Top management commitment significantly impacts on quality development in a firm since it is the driver for TQM implementation and formulation of company values, goals, and systems (Mang’eli & Kilika, 2018). The management also supports deployment of resources. Employee involvement involves broadening of the workers’ work responsibilities because increased involvement of employees in the company means increased flow of information as well as knowledge hence the wellness of an organization in solving problems.

Teamwork is important for fully functioning of processes and improvement, particularly in medical treatment since it eliminates sectionalism and strengthens cooperation (Milanoi, 2016). Customer satisfaction is where the organization’s goal is to accomplish the unlimited wishes and expectations of the clients as efficiently as possible and even exceed the expectation. Continuous improvement is a never-ending pursuit of meeting the internal and external customer needs. It involves improvement initiatives that help the organization to increase success and reduce failure (Macide, 2018). Processes in TQM imply that firms need to set up well-designed and well-defined processes to achieve quality and management
necessities of the organization. Training and education adds to employees’ skills and enhances their problem solving and induces a positive culture for positive and sufficient behavioral modification. Culture change involves altering the attitudes, beliefs, systems, and values.

Total quality management is a global subject in the 21st century (Karani & Bichanga, 2012). The roots of TQM can be traced partly in America and partly in Japan as some Japanese companies adopted it immediately after World War II. Following the superior success of firms in Japan throughout 1970s, organizations across the world recognized the significance of implementing quality management for sustainable competitiveness (Chang, 2016). The medical sector in Malaysia has been growing quickly since 1990’s. According to Ahmad et al. (2017) since globalization has affected the medical services, the Malaysian government emphasizes TQM as a top priority in the healthcare industry owing to the global issue as well as challenges like increasing high medical costs, the new rising need in healthcare, competitive international health services, increasing demand for quality medical care, and health awareness.

Zahari and Zakuan (2016) holds that embracing TQM significantly and positively affects performance of employees in Malaysia. In Asian nations, the principle of TQM as well as the respective code of conduct to its implementation are yet to be matured (Malik & Khan, 2011). In Pakistan Gul, Jafery, Rafiq, and Naeem, (2012) focused on refining employees’ performance using total quality management and results indicate that employee efficacy, accomplishment of goals of the organization both lead to quality as well as customer satisfaction. China implemented major reforms in 1978 to create an open door policy to prepare China to enter the international market (Lau, Tang, & Li, 2015). The reforms included
the integration of new managerial techniques along with TQM to address poor production, and quality problems.

According to Orumwense (2014), the current position of the implementation of TQM in Nigerian firms is inspiring given that this idea is quite new. Macide (2018) assessed the execution of TQM and workers’ performance of workers in Oyo State in Nigeria’s teaching hospital and the study findings indicated that application of TQM principles varies from leadership to workers’ satisfaction and there was a general agreement that the degree of total quality management execution was more than average, suggesting that the TQM concept is significant for competition. Osei Mensah, Copuroglu, & Appiah (2012) assert that the awareness of TQM is moderately high in multinational companies in Ghana that have a certain level of expatriate administration hence perform fairly well. Nevertheless, companies that are owned as well as managed solely have a little quality awareness and thus low performance.

According to Njeru (2016) a strong positive statistically significant link exists between TQM and public universities’ workers performance in Kenya. Unprecedented competition among firms that has created survival for the fittest has forced organizations to move towards the adoption of TQM strategies to ensure superior employee performance as well as relevance of the firm. Each organization is unique regarding the management practices, organizational culture, and procedures applied in the production and well as delivery of service, and as Timothy (2012) asserts, the quality management strategy varies from one organization to the other. The TQM strategies to be studied will entail top management commitment, continuous improvement, customer focus, and employee involvement.
The quality improvement theory, theory of constraints, resource-based view theory, and institutional theory will guide this research. Quality improvement theory are essential in explaining how organizations can deal with matters of low quality control by using effective organizational systems; no quality administration framework can succeed without top management duty (Milanoi, 2016). The resource based view theory hypothesizes that rare, incomparable resources, without a substitute, as well as valuable resources give the organization long-lasting competitive advantage and thus boost performance (Mang’eli & Kilika, 2018). The institutional theory explains that institutions comprise of normative, cultural-cognitive, as well as regulative foundations that, together with related resources and activities, afford permanency and purpose to social life. The theory recognizes the presence and embedment of institutional “actors” in social environments. The theory of constraints gives the tactic to describe what to change, what it should be changed to, and how the change can be impacted to persistently improve the implementation of a whole framework (Ross, 2017). As a TQM theory, the theory of constraints considers change as a progressing procedure.

1.1.1 Employee Performance

Employee performance describes activities that are associated with job expected of a worker as well as how well the employee execute these activities (Henarthgoda & Dhammika, 2016). Employee performance is an essential area that managers are concerned about and it is essential for organizational success. According to (Omolo, 2015), employee performance symbolizes the confidence of the workers regarding their behavior as well as input towards the realization of the organizational goals. It embodies the whole belief about how they conduct themselves as well as contribute to the success of the corporation (Ahmad &
Shahzad, 2011). Performance of workers indicates the monetary or non-monetary output of the worker that directly correlates with performance as well as company’s achievement (Anitha, 2013).

Performance of the employees promotes innovativeness and hence high overall organization’s performance (Talib, Rahman, & Qureshi, 2013). Firms need high performing employees to enable the organizations to meet their objectives as well as deliver the products and services in their area of specialization. Every firm has clearly set vision and mission which guides the workers to reach the goals of the business (Gruman & Saks, 2011). The managers develop job descriptions as well as job specifications in order to ensure that every worker is accountable for their responsibilities. Employee performance is regarded as employee outcomes and behavior (Mutua, 2017). The performance of employees uses various set performance standards which include; customer feedback, efficiency, effectiveness, productivity, quality as well as profitability of the firm.

Additionally, employee performance measures can take the form of the following dimensions; dependability, quality, quantity, and work knowledge (Dessler, 2013). Employee performance also denotes the attainment of specified task as per the established standards of precision, cost, inclusiveness, as well as speed (Cole, 2008). Armstrong (2009) believes that employee performance has different indicators: quality or the percentage of work output that must be redone or rejected; customer satisfaction or the number of customers that are faithful as well as customer feedback; timeliness of efficiency indicated by how fast the employees perform work when given a task. Performance of employees is measured as quality of the output, completion of work on time, teamwork, effective utilization of resources, and customer satisfaction (Anitha, 2014).
However, the measures of employee performance that will be adopted for this study will be service quality, speed of service, and satisfaction of customers. Customer satisfaction is necessary and it shows that when the firm’s clients are not satisfied, they find other sources that will offer better services to satisfy their needs better (Rahman, Khan, & Haque, 2012). Repeat business rests on the quality of company’s service and thus employees should aim at quality. Hospitals have many resources that the personnel need to use; physical resources and unique technology and employees who perform well are those who effectively use these resources in their healthcare practice. Finally, timeliness of providing service is crucial for every business for the improvement of service to customers (Tekleamram, Mekonnen, Kedir, & Kabew, 2013).

1.1.2 Total Quality Management Strategies

Aspects of business operations require quality and processes should be done right the first time as well as get flaws and wastes get rid of from the operations (Neyestani, 2017). TQM focuses on quality and entails involving every member of the company and aiming at the firm’s long term success (Njeru, 2016). TQM seeks to improve awareness of quality of the company’s operations (Zabadi, 2013). It involves the firm focusing on establishing a permanent climate that will enable the organization to keep on improving its capability to deliver quality to the customers (Sadikoglu & Olcay, 2014).

Organizations need to be customer focused rather than being product focused (Hill, 2012). The effect of TQM at the strategic level and company operations are developed and installed in firms resulting in credible performance. According to Njeru (2016), the TQM philosophy helps an organization to deliver what stakeholders expect without the ethical values being compromised. TQM recognizes that customer needs and the goals of the business re
inseparable. In the view of Talib, Rahman, and Qureshi (2013), TQM ensures coordinating of efforts to improve customer satisfaction, strengthen supplier partnerships, enhance participation of the workers, and facilitate an atmosphere of continuous quality improvement.

The execution of TQM improves the competitive capabilities and offers strategic advantages for the organization in the turbulent modern marketplace (Longenecker & Scazzero, 2013). The total quality management strategies that this study will examine include employee involvement, customer satisfaction, continuous process, and top management commitment. Customer focus is what many hospitals emphasize on in meeting the customers’ unlimited expectations (Kumar & Narasimham, 2012). Customer satisfaction is a top priority for organizations and the firm aims at meeting the needs of the customers in every single transaction. Customer focus involves handling the complaints from the customers, implementing systems for customer feedback, and client retention interventions.

Employee involvement requires the commitment of the top management to see to it that employees engage in a culture that centers on quality thus creating a healthy company image through services rendered to the clients (Goetsch & Davis, 2014). TQM aims at broadening the workers’ job responsibilities and employee participation increases the flow of information thus increasing the organization’s wellness (Macide, 2018). The staff need to give their contribution concerning organizational decisions and experience a culture of openness in the company. The management should also share productivity with the employees so as to come up with ways of improving performance.
Continuous improvement describes never-ending improvement in achieving the needs of the customers. Continuous improvement requires management by facts as well as workers’ commitment with the organizational members embracing teamwork (Milanoi, 2016). Continuous improvement comprises of continuous quality audits, benchmarking, employee training, and systems measurement. Top management commitment is fundamental for quality development of an organization because they ensure deployment of adequate resources to improve staff training leading to better quality to leave customer satisfied. Commitment of the top organization’s management influences implementation of TQM to satisfy customers (Ramseook-Munhurrun et al., 2011). Organizational management should embrace quality leadership, quality visions, quality organizational visions, and effective resource allocation.

1.1.3 Referral Hospitals in Kenya

Referral hospitals are healthcare facilities from which the lower levels healthcare providers, who lack skills and facilities to manage a some medical conditions try to find the help of healthcare specialists who have had undergone special training as well as equipped to guide them in managing a given episode of a clinical condition (Kogei, Magugui, Yano, Chepkemei, & Chebet, 2013). The Kenyan health system is pyramidal; the national health referral facilities form the peak followed by the provincial, then the district, sub-district, and the base of the pyramid is occupied by the health centers and dispensaries. National referral hospitals give sophisticated diagnostic, therapeutic, as well as rehabilitative services (Otieno & Macharia, 2014).

The total number of referral hospitals in Kenya, including the national, provincial, county, and sub-county hospitals is 320, that is 4, 12, 47, and 257 hospitals respectively (Kenya Medical Directory, 2018). Moi Teaching and Referral Hospital (MTRH), The National Spinal Injury
and Referral Hospital, Kenyatta National Hospital (KNH), and Mathari National Teaching and Referral Hospital are the Kenya’s published national referral hospitals. These national referral hospitals provide health care and education and training nursing as well as other health and allied professions, and take part in national health planning.

MTRH is the second largest Kenyan national referral hospital after KNH and it receives patients who are on referral from other hospitals from Kenya or other countries and offers specialized medical care, training for Moi University students, and for research (MRTH, 2013). The next best level of health care is provided by the provincial hospitals (Koge et al., 2013). The provincial referral hospitals are regional hospitals and are referred to as the Level 5 hospitals. In Kenya there are 12 hospitals categorized under Level 5 hospitals and they act as the point of referral for the district or the Level 4 hospitals. Provincial hospitals offer specialized care, together with life support, intensive care, and specialized consultations. Kenya has 47 counties and every county has a county referral hospital and they are the referral points for the district hospitals. Sub-county or district hospitals are the coordinating as well as referral centers for smaller units. These hospitals have resources that support comprehensive medical as well as surgical services and it is the medical superintendents who manage them.

1.1.4 Kenyatta National Hospital (KNH)

KNH is situated in Nairobi. It was the first referral hospital in the country. KNH was founded in 1901 to be a key player in the health sector locally (Wambura, 2016). KNH contributes significantly in the delivery of healthcare in Kenya cross East Africa, and across all the African countries as its mandate states (Ndambuki, 2013). The hospital has a highly effective
as well as efficient referral system and receives referral patients for specialized treatment from other healthcare facilities within as well as outside the country.

The Hospital provides quality specialized health care services to patients; neurosurgery, orthopedic surgery, cardiothoracic surgery, plastic as well as reconstructive surgery and management of burns; critical care services, renal services, radiotherapy, new born services besides other services, and also trains medical personnel (Wambui, 2013). KNH has 6000 personnel. The bed capacity for Kenyatta National Hospital is 1800, of which 209 are for the private wing and the hospital receives 2000-3000 patients in its ward every day (Matheka, 2014). The quality of service is the objective of the hospital and it conducts patient satisfaction surveys to enable it to boost patient satisfaction.

1.2 Statement of the Problem
TQM concentrates on quality, based on the contribution of each member of the organization to ensure lasting success (Mwaura, 2017). Despite the fact that total quality management enhances employee performance, many public organizations and more specifically Kenyatta National Hospital are experiencing deteriorating levels of employee performance. Koech (2018) noted that Kenyatta National Hospital has persistently had issues with poor communication and glaring gaps in the admission process. Chege and Merab (2018) noted that on March 22, 2018 evening, Kenyatta National Hospital was struggling with another storm due to accusations of a caesarean section surgical misfortune and death of one of the twin girls delivered through the operation. Kakah (2016) reported that the KNH board moved to court in protest of an order to compensate a patient’s family following a complaint on malpractice.
Referral hospitals consume huge health budgets and their employees’ contribution to the improvement of health is low relative to the government expenditure on these facilities (Tsofa, Molyneux, & Goodman, 2016). The Government has adopted a strategy of quality management where it aims at improving the quality of efficiency as well as effectiveness of the services. Like many organizations, KNH is committed to having a high-performing workforce as reflected in its core values, however, KNH is experiencing lower levels of employee performance which affects the quality of care and patient satisfaction (Wanjau, Muiruri, & Ayodo, 2012).

Different researches have explored the topic of TQM and employee performance. Observations by Ramseook-Munhurrun et al. (2011) on the effect of adopting quality management in one government hospital in Mauritius, continuous improvement together with the other TQM elements have a substantial impact on the management’s and workers’ perception and that the administration perceives the adoption of TQM as being relevant as well as effective in public hospitals. However, findings from this study cannot be applied to KNH because it was conducted in Mauritius and the study used management’s and employees’ perception as the dependent variable. Zahari and Zakuan (2016) observed that TQM significantly impacts employee performance in Malaysian manufacturing. However, the focus of this study was on Malaysian manufacturing firms and thus a study targeting Kenyatta National Hospital bridged the gap.

Mang’eli and Kilika (2018) noted a positive contribution of TQM on operational performance of Nairobi Bottlers Limited, Kenya. However, the study has limitations in applicability of findings to other organizations because it specifically targeted Nairobi Bottlers Limited. Mwaura (2017) found out that TQM policies have a positively affect performance of
employees due to effective managing of KRA. The emphasis of the study was TQM strategies and performance of employees in Kenya’s referral hospitals and it specifically targeted Kenyatta National Hospital.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The main objective of the study was to find out the influence of total quality management strategies on employee performance in Kenyatta National Hospital.

1.3.2 Specific Objectives of the Study

The specific objectives of this study were;

i) To establish the influence of customer focus on employee performance in Kenyatta National Hospital, Kenya.

ii) To determine how employee involvement influences employee performance in Kenyatta National Hospital, Kenya.

iii) To determine the influence of continuous improvement on employee performance in Kenyatta National Hospital, Kenya.

iv) To assess the effect of top management commitment on employee performance in Kenyatta National Hospital, Kenya.
1.4 Research Questions

The study sought to answer the following research questions

i) How does customer focus influence employee performance in Kenyatta National Hospital?

ii) What is the effect of employee involvement on employee performance in Kenyatta National Hospital?

iii) What is the influence of continuous improvement on employee performance in Kenyatta National Hospital?

iv) To what extent does top management commitment influence employee performance in Kenyatta National Hospital?

1.5 Significance of the Study

The government, administration of referral hospitals, medical training institutions, as well as the medical practitioners, academicians, and researchers may benefit from this research. The government plays an essential role in the provision and funding the healthcare and because of the growing global interest in quality healthcare the government will be able to formulate policies that are quality focused.

The referral hospitals will use the findings from this study as they will inform public policy on strategies that will ensure quality service delivery by the employees. More so, the study findings will enable referral hospitals as well as other health institutions to recognize any drivers and eliminate the barriers by implementing the right quality improvement interventions. Referral hospitals in this case KNH will benefit from this study as it will teach the value of quality healthcare to the medical students.
The academia and the medical practitioners will also benefit by understanding how they should do their work and what areas can be improved to ensure patient satisfaction. Additionally, the study will add to the development of quality indicators that can be adopted as part of training in medical institutions.

1.6 Scope of the Study
The purpose of this research was to establishing the influence of TQM strategies and employee performance in Kenya’s referral hospitals and specifically targeting Kenyatta National Hospital. Employee performance was the dependent variable and TQM strategies the independent variable. The period under review was 2014-2018 targeting the KNH employees.

1.7 Limitations of the Study
Some of the study limitations related to information disclosure but the respondents of the study were assured of confidentiality. The second limitation was that the Kenyatta National Hospital employees were very busy and this created a time barrier. However, there was initial arrangements with KNH management on the time and date for data collection.

1.8 Organization of the Study
There are three chapters in this proposal. In the first chapter, the background to the study, study problem, objectives and questions, value, scope of study, and the limitations to be encountered are discussed. The second chapter provides the literature review on TQM strategies and employee performance and gives the gaps and conceptual framework. The final chapter introduces the research methodology involving the research design, empirical model adopted, target population, instrument and data collection procedure, piloting, sampling as
well as sample size. It further involves validity of the instrument as well as reliability, and data analysis.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is an assessment of past literature relating to the study variables. Areas covered include the guiding theories, empirical review and summary of reviewed studies as well as research gaps, and the hypothesized conceptual framework.

2.2 Theoretical Literature Review

The structural contingency theory, the quality improvement theory, institutional theory, resource-based theory, and theory of constraints was suitable for this study.

2.2.1 The Structural Contingency Theory (SCT)

Overall, the SCT advanced by Donaldson (1996) anchored the study. It postulates that firms must match structures with the contingency factors for improved and sustained performance. The structural contingency theory suggests that no one structure effectively works for every firm (Chepkech, 2014). Instead, companies need to adjust their structures align the contingency factors as well as the environment since they impact on the firm (Donaldson, 2001). Donaldson (2006), in hypothesizing the significance of the structural contingency theory to enhancing performance of the organization applies five stages of structural adaptation in order to regain fit.

The opening stage is where the firm is in fit having accustomed to the environment and in the next stage the organization gets into eventuality change since its environment changes (Chepkech, 2014). Thirdly, the firm undergoes misfit and suffers while in stage four the
business embraces structural adaptation to correct its misfit as well as to reestablish its performance levels. The final stage is where the firm attains a new fit and recovers performance. Strategic choice substantially influences hospital performance in that the healthcare facilities bend to the imperious of implementing structures that fit the present level of contingency factor to evade performance losses from the misfit (Begun, Zimmerman, & Dooley, 2003). In this view, the theory is appropriate theory in assessing the impact of TQM strategies on performance of employees in KNH.

2.2.2 Quality Improvement Theory

The quality improvement theory advanced by Deming (1986) advocates that quality management emphasizes the responsibility of top management to make decisions decisively. The theory claims that the management of a company is in control of the company plans and that the plans produce 80 percent of issues in the business. There is no quality administration agenda that can prevail without the duty of the top management since the administration makes corporate culture, puts resources usage, chooses the providers, and grows connections (Milanoi, 2016). The conduct of the management dictates the company mindset and portrays what is crucial for the firm’s achievement as well as survival (Androwis, Sweis, Tarhini, Moarefi, & Amiri, 2018).

Deming developed a precise way of critical thinking and advanced the Plan Do Check Act (PDCA) cycle of constant change in quality change (Milanoi, 2016). The PDCA cycle is an all-inclusive idea of quality change which emphasizes on enhancing execution, therefore reducing the difference between the prerequisites of the customers and the implementation of the assembling organization. The quality improvement theory will explain the objective intended to assessing whether top management commitment influences employee
performance at Kenyatta National Hospital because the administration undertakes a crucial part in assuring the attainment of value administration because the top management comes up with and communicates the vision for the firm to move towards change execution. The management of the firm leads in the implementation of TQM, making goals, values, as well as systems for the satisfaction of customers and it provides direction and encouragement to the business (Dubey, Gunasekaran, Childe, Papadopoulos, Hazen, & Roubaud, 2018).

2.2.3 Institutional Theory

The institutional theory was developed from the work of DiMaggio and Powell (1983), Meyer and Rowan (1977), as well as Scott (1987). It describes organizations as comprising of the normative, regulatory elements, and the cultural-cognitive elements that are aligned with the resources as well as the activities of the firm to provide meaning and stability to social life (Decramer, Smolders, Vanderstraeten, & Christiaens, 2012). The institutional theory recognizes that in a social environment there exist institutional actors, who could be individual persons, firms, or the national state. The proponents of this theory propose that firm’s actions and processes are driven by their actors to validate and elucidate their actions.

Firms attempt to fit in with the norm through adopting strategy execution that validates them as part of the organizational field (Nyangau, 2015). The customary institutional theory holds that organizational fields become structured by potent influences among firms (Bolman & Deal, 2017). The fundamental idea of the institutional theory is that the processes and structures of a company become meaningful as well as reach stability in their right (Nyangau, 2015).
The theory assumes that as time passes, organizational structures and processes get established and contribute immensely to the performance of the workers (Decramer et al., 2012). The appropriateness of the institutional theory to this research is because it provides an essential basis for examining questions concerning how interactions in the companies and institutionalization of factors over time. Thus, it anchors the objective to determine how employee involvement influences employee performance in Kenyatta National Hospital. Employee involvement is very important because allowing the participation of employees in quality culture creates a healthy image of a company by providing quality services. Organizations draw from the culture around them value-based ideas of how things they should organize things (Sharma, Lawrence, & Lowe, 2010). The institutional theory affects TQM and therefore performance in that the “actors” in the organization are influenced by the cultures around them because TQM is by itself a culture.

2.2.4 Resource-Based View Theory

The resource-based view theory (RBV), designed by Penrose (1959) is an approach to strategy formulation that aims at attaining competitiveness based on the resources of the organization. RBV theory starts with a general examination of the firm’s capabilities and competencies (Barney, Ketchen, & Wright, 2011). The main idea of the RBV theory is economic rent and the perception of a firm as a collection of capabilities. The RBV proposes that organization’s resources that are erratic, valuable, unique, and lack a substitute add to the company’s sustainable competitive advantage as well as improved performance; performance stems from the organization’s resource profile and distinctive resources that others firms find difficult to imitate gives the company superior performance (John, 2016).
Performance of corporations is depended on specific resources as well as capabilities (Mang’eli & Kilika, 2018). Organizations should concentrate on their core competencies to surpass their competitors’ performance and emphasizes that a company’s internal environmental resources and capabilities of the firm are more critical than those in the external environment regarding strategic action (Wafula, 2016). The bundle of resources of a firm can assist it to maintain higher than average returns. The RBV theory guided the objective intended to explore the effect of customer focus on employee performance in KNH as it recognizes customer focus and quality of the system vital resources for producing quality image, used by firms to improve their performance.

2.2.5 Theory of Constraints

The theory of constraints (TOC) was initiated by Eliyahu Goldratt (1984). The theory of constraints provides a strategy to what to change, what it needs to be changed to, as well as how to impact change to continuously facilitate the implementation of the whole framework (Milanoi, 2016). The theory of constraints is total quality management view that looks at change as a progressive procedure (Goldratt, 2017). Rather than focusing attention on restricted enhancements in every zone, TOC capitalizes on the one limitation that restrains the execution of the framework. The theory of constraints can be employed as an essential part of assisting the firm to discover issues in implementation of quality management. The theory of constraints takes a nonstop approach in organizational change.

The theory of constraints is relevant to this study because its influence on how operations managers can manage bottlenecks thus enhancing the process flows (Ross, 2017). Therefore, to increase the output, one should focus on identifying and refining the constraint. The theory supports the third objective on continuous improvement and employee performance in KNH.
because the theory emphasizes progressive change which is possible through incessantly identifying and improving the bottlenecks in the flow of organizational processes (Mahmud & Hilmi, 2014).

2.3 Empirical Literature Review

2.3.1 Customer Focus and Employee Performance

Mukami (2017) conducted a survey on strategies for managing customer and ensuring their satisfaction in Kenya’s Chase Bank, with the independent variables included organizational efficiency, customer knowledge management, and focus on key customers and were investigated to find out how they influence customer satisfaction. The survey targeted 214 employees with a sample of 65 participants picked through stratified random sampling technique. The questionnaire was the tool for collecting data. Regression analysis helped in establishing the association and found a positive relationship. However, the study was conducted in Chase Bank which limits the applicability of findings and again the study had the variables as customer focus and customer satisfaction and thus the need to focus on TQM strategies and employee performance in KNH where customer focus was one of the independent variables and customer satisfaction one of the measures of employee performance.

Jarideh (2016) explored the how customer focus and service-orientation affects quality of services and customer satisfaction in Hyperstar Stores in Tehran, Iran. The study was a descriptive survey in nature. To assess the hypotheses and LISREL software analysis track used. The study selected the sample size using non-random techniques a questionnaire was the research instrument. The study findings exposed that customer and service orientation had
a positive correlation with expected service quality. However, this study used SPSS in data analysis and regression analysis, and employed random sampling techniques.

Kang’ethe (2015) explored whether customer quality impacts performance of Government Entities in Kenya since these firms are in an endless battle to improve their operational performance. The descriptive survey conducted employed primary data and secondary data analyzed through descriptive statistical statistics. The study confirmed that focusing quality service for customers impacted the operations of commercial government entities. Results were that an increase in attitude of workers to quality allows the firm to concentrate on core competences as well as improving services. However, the study failed to examine how TQM strategies impact employee performance.

Yaacob (2014) assessed the impact of customer focus on Malaysian public companies performance because customer focus is thought to be significantly associated with customer satisfaction. In this research a descriptive survey was employed and data collected by means of questionnaires from 250 respondents, managers working in the public sector chosen through stratified random sampling. Results revealed that customer focus significantly influences employee satisfaction, innovativeness, and satisfaction of clients. The association between the variables was tested using the structural model and showed indirect link between the customer focus strategy and customer satisfaction. However, the study targeted Malaysian public sector and thus the need for studying KNH. Also, the study studied the influence of other TQM strategies that influence employee performance other than customer focus and therefore it determined the influence of TQM strategies and employee performance in KNH.
Azzam (2014) studied the effect of managing customer relationships on satisfaction of customers in the Jordanian banking business because of the tough competition. The study was descriptive in nature and had a sample size of 528 participants chosen using convenience sampling. Data was gathered by issuing questionnaires. Statistical analysis revealed a significant association between management of customer relationship and client satisfaction. Nonetheless, the research was restricted to the banking segment in Jordan, selected the sample through convenience sampling (non-random technique), and used only CRM as the determinant of customer satisfaction, dependent variable. Therefore, this research concentrated on studying TQM strategies and employee performance in Kenyatta National Hospital and selected respondents using random sampling techniques to ensure representativeness of the sample.

2.3.2 Employee Involvement and Employee Performance

Odero and Makori (2018) investigated the connection between involvement of employees and employee performance among Kenya’s public universities part time lecturers. The methodology of the study involved a descriptive survey, questionnaires as the instrument, and stratified as well as simple random sampling for selecting a sample size of 60 part time lecturers from four public universities in Western Kenya. Descriptive data analysis was adopted and the findings found employee involvement to be strongly positively correlated to employee performance. Nevertheless, it was limited to Kenya’s public universities and hence this study explored the association between employee involvement among other and it was a case of KNH to give an in-depth investigation.

Mildred (2016) investigated the role of employee participation on performance of tasks in Kenya Medical Research Institute (KMRI) (Centre for Global Health Research)
Kisumu through a descriptive survey by targeting all the workers in the organization, 867 and a sample size of 174 respondents obtained via simple random sampling. Structured questionnaires collected data that was analyzed through descriptive analysis. Study results revealed that workers of KMRI (Centre for Global Health Research) Kisumu had well-defined goals and objectives and understood how their individual performance contributed to the overall organization’s goals. It was also established that employees participate in deciding how the organization’s work gets done, though teams lack control and autonomy to perform their functions. However, the study targeted the employees of KMRI (Centre for Global Health Research) Kisumu.

Oyaro (2016) examined whether allowing employee to take part in decision making influences citizenship behavior in Machakos County offices using a descriptive design. Stratified random sampling helped in selecting the middle level managers and the supervisory managers to participate and they were respondents who completed the questionnaires and SPSS employed in data analysis. The research findings confirmed that involvement of workers in decision making results in increased productivity. However, dependent variable was organizational citizenship behavior and the study did not investigate contribution of the other TQM strategies.

Muthike (2016) studied the engagement of workers and performance of Pact in Nairobi through a census of all the 28 workers of the organization. The study employed questionnaires in collecting data. Descriptive statistics revealed that the company involves its employees through recognizing their input in designing of strategy. The research established that involving employees positively impacted on performance of the company. Yet, organizational
performance was the dependent variable, study disregarded other TQM strategies, and was a case study of Pack organization which limits applicability of results.

2.3.3 Continuous Improvement and Employee Performance

In examining if embracing continuous improvement impacts on task performance in lean production, impact of lean interval in textile as well as apparel firms in Sri Lanka, Wickramasinghe and Wickramasinghe (2016) found that continual improvement significantly positively impacts shop-floor job performance of employees. A random sample had been picked for the survey and data analyzed through descriptive statistical methods. The study was done in Sri Lank and results are not applicable to Kenyatta National Hospital in Kenya.

According to Otieno (2016) in an investigation on continuous improvement and efficiency of Kenyan commercial banks, continuous improvement practices of quality improvement programs, engagement of people, leadership, and factual approach to making decisions positively contribute to organizational efficiency. The research utilized a descriptive survey whose nature was exploratory to obtain qualitative information. The study targeted branch managers of thirty-nine commercial banks to whom questionnaire were administered. The relationship was proved significant at 95% confidence (p <0.05) for the five continuous improvement practices suggesting that they are essential factors affecting efficiency of banks. However, the study was in commercial banks hence the results are not generalizable to KNH, the study ignored the impact of customer orientation, workers’ involvement, as well as top management commitment and the study used efficiency as the dependent variable other than employee performance.
Muriithi (2014) examined the effect of methods of continuous improvement on operational performance among Kenyan commercial banks due to increased competition in the industry. A descriptive survey was conducted and primary along with secondary data obtained using questionnaires and publications of the quarterly financial results of the banks respectively.

Data was analyzed descriptively and through content analysis and reported that adoption of continuous improvement positively impacts on performance of operations, and although the banks have implemented continuous improvement they have not reached full adoption. However, this study was not conclusive for the reason that it had non-specific respondents thus affected the representation sample. The study was interested in performance of operations in commercial banks and not employee performance and this study intends to fill this gap.

Ramseook-Munhurrun, Munhurrun, and Panchoo (2011) in a study on TQM implementation in a Mauritius public hospital noted that continuous improvement together with the other TQM elements substantially affect the perception of management and employees and that the administration perceives the adoption of TQM as being relevant as well as effective in public hospitals. The study had conducted a survey and used questionnaires. Data analysis used SPSS and analysis of variance (ANOVA) examined if management and employees perceived critical factors differently. However, the study was conducted in Mauritius and in a public hospital and therefore not applicable to KNH. Also, the study used management’s and employees’ perception as the dependent variable and not employee performance.
2.3.4 Top Management Commitment and Employee Performance

PourKiani and Tanabandeh (2016) when assessing topmost management commitment to quality provision and performance of workers in Islamic Republic of Iran Custom concluded the presence of a positive association between top administration commitment to provision of quality to clients and performance. Random sampling was used to estimate the sample size which was 184 participants. The study utilized the structural modeling equation and the LISERL software. Therefore, because this study was not conducted in KNH a similar study needs to target KNH. The multiple regression model used unlike the structural modelling equation used in the previous study because of the issues involved in devising an adequate theoretical framework on which to base a model.

Twum (2016) revealed that the commitment of workers comparatively mediates between service quality and satisfaction of organization’s customers. Twum (2016) was examining the role of service quality on customer satisfaction in hospitals in Ghana with commitment of staff as the mediating variable. The study employed a quantitative, correlational exploration design. Questionnaires were the data collection instrument. The sample size was 700 and used convenience sampling to select 327 health professionals and 373 patients from 8 different hospitals. Results from SPSS analysis a positive effect of employee commitment on customer satisfaction. However, the research was limited to Hospitals in Ghana while this study examined TQM strategies and employee performance in KNH and adopted a descriptive design.

Njeru (2016) investigated whether TQM affects employee performance of Kenya’s public universities and observed a strong positive significant public universities between TQM and performance of employees. A case study was used targeting 215 employees in public
universities. Stratified random sampling helped in sample selection and data obtained from the study participants using questionnaires and used descriptive and inferential analysis. Nevertheless, results cannot be generalized to Kenyatta National Hospital because a case study was conducted.

Sheng (2014), in an empirical inquiry on whether organizational commitment affects employee performance in company X which is a multinational corporation noted that organizational commitment, more specifically economic commitment, ideal commitment, and normative commitment have a positive contribution to employee performance. Data collection involved administering questionnaires and analyzed through correlational analysis. Factor analysis was adopted to analyze the respondents’ background information.

Pradeep and Prabhu (2011) explored effects of exemplary leadership on performance of staff. The study investigated how transformational style of leading, transactional, and laissez-faire leadership influenced employee performance by conducting a survey of private and public enterprise. Respondents who provided data were 43 middle-level supervisors as well as 156 junior employees using a questionnaire. Data analysis employed correlation method and regression analysis and results propose that the transformational leaders significantly influenced employee performance outcomes. However, effective leadership is one dimension of top management commitment that this study intends to cover top management commitment in general.
### 2.4 Summary of Literature Review and Research Gaps

#### Table 2.1: Summary of Literature Review and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Study Title</th>
<th>Findings</th>
<th>Methodology</th>
<th>Gaps</th>
<th>Focus of Present Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odero &amp; Makori (2018)</td>
<td>Employee involvement and employee performance in public universities in Kenya.</td>
<td>Employee involvement strongly positively correlates with employee performance.</td>
<td>Conducted a descriptive survey. Questionnaire collected data for the study. Data was analyzed descriptively.</td>
<td>Study focused on public universities in Kenya.</td>
<td>TQM strategies and employee performance in Kenyatta National Hospital and employee involvement will be one of the TQM strategies.</td>
</tr>
<tr>
<td>Mukami (2017)</td>
<td>Customer management strategies and customer satisfaction in Chase Bank (Kenya).</td>
<td>Concentrating on organization’s clients positively affects customer satisfaction.</td>
<td>Survey was conducted. Stratified random. Used a questionnaire regression analysis.</td>
<td>The study targeted Chase Bank which limits the applicability of results to KNH. The study variables were customer focus and customer satisfaction.</td>
<td>TQM strategies and employee performance in KNH.</td>
</tr>
<tr>
<td>Jarideh (2016)</td>
<td>Effect of customer orientation and staff service-oriented on quality of service, customer satisfaction and loyalty in Hyperstar Stores.</td>
<td>Customer and service oriented staff and employees has a positive correlation with perceived service quality.</td>
<td>Descriptive survey. Used LISREL software for data analysis. Used non-random techniques. Data collected using a questionnaire</td>
<td>The study did not use SPSS and regression analysis and used non-random sampling which affects representativeness of the sample. Focused only of customer orientation dimension of TQM.</td>
<td>TQM strategies and employee performance in KNH. Study will employ random sampling techniques.</td>
</tr>
<tr>
<td>Mildred (2016)</td>
<td>Effects of Employee Involvement on Job Performance at the Kenya Medical Research Institute (Centre for)</td>
<td>Employees participate in deciding how the organization’s work gets done and individual performance contributed to</td>
<td>Descriptive survey. Simple random sampling. Structured questionnaires. Primary data. Descriptive analysis.</td>
<td>The study targeted the employees of Kenya Medical Research Institute. Ignored other TQM strategies. Used job performance as TQM strategies.</td>
<td>TQM strategies and employee performance in Kenyatta National Hospital.</td>
</tr>
<tr>
<td>Source</td>
<td>Title</td>
<td>Methodology</td>
<td>Variable</td>
<td>Research focus</td>
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<tr>
<td>Oyaro (2016)</td>
<td>Employee involvement in decision making and organizational citizenship behavior in Machakos County Government.</td>
<td>Allowing employees to take part in decision making results in increased productivity.</td>
<td>Dependent variable was organizational citizenship behavior and the study did not focus on the other TQM strategies.</td>
<td>TQM strategies and employee performance in Kenyatta National Hospital.</td>
<td></td>
</tr>
<tr>
<td>Muthike (2016)</td>
<td>Impact of engagement of employees on performance: a case of Pact, Nairobi.</td>
<td>Engaging employee positively impacted performance.</td>
<td>Organizational performance was the dependent variable. The study ignored TQM strategies impacting performance, and was a case of Pack organization.</td>
<td>Total quality management strategies and employee performance in KNH and the study will sample the population since it is big.</td>
<td></td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Methodology</td>
<td>Findings</td>
<td>Data Collection</td>
<td>Limitations</td>
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<tr>
<td>Wickramasinghe &amp; Wickramasinghe (2016)</td>
<td>Effects of continuous improvement on shop-floor employees’ job performance in lean production: the role of lean duration.</td>
<td>Continuous improvement significantly positively impacts job performance of employees.</td>
<td>Study was done in Sri Lanka and did not focus on all TQM strategies.</td>
<td>Survey was used. Used a random sample. Data analyzed through descriptive statistical methods.</td>
<td>TQM strategies and employee performance in KNH.</td>
</tr>
<tr>
<td>Otieno (2016)</td>
<td>Continuous improvement practices and efficiency of commercial banks in Kenya.</td>
<td>Continuous improvement practices positively influence organizational efficiency.</td>
<td>The study limited to commercial banks hence the findings are not applicable to KNH. The study had efficiency as its dependent variable.</td>
<td>Descriptive survey that was exploratory in nature. SPSS was used to analyze data.</td>
<td>TQM strategies and employee performance in KNH.</td>
</tr>
<tr>
<td>Njeru (2016)</td>
<td>Relationship between total quality management and employee performance in public universities in Kenya: a case study of Kirinyaga University College</td>
<td>A strong positive association between TQM and employee performance.</td>
<td>The research was a case study.</td>
<td>A case study was used and questionnaires collected data from respondents picked through stratified random sampling. Employed a questionnaire.</td>
<td>TQM strategies and employee performance in Kenyatta National Hospital.</td>
</tr>
<tr>
<td>PourKiani &amp; Tanabandeh (2016)</td>
<td>Explaining the relationship between management commitment to service quality, job satisfaction, and organizational performance in the staff of Islamic Republic of</td>
<td>There is a positive link between top administration commitment to service quality and improvement of organizational performance.</td>
<td>Study was not conducted in KNH. Study did not use multiple regression model and this will be employed in this study.</td>
<td>Random sampling. Used the structural modeling equation and the LISERL software.</td>
<td>TQM strategies and employee performance in Kenyatta National Hospital.</td>
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<tr>
<td>Author</td>
<td>Title</td>
<td>Methodology</td>
<td>Findings</td>
<td>Organization</td>
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<tr>
<td>Kang’ethe. (2015)</td>
<td>Role of Customer quality focus on operational performance of government owned entities in Kenya.</td>
<td>Descriptive survey and considered both primary and secondary data and it was analyzed via statistical analysis.</td>
<td>Study failed to show how continuous improvement, employee contribution, and top management commitment affects employee performance.</td>
<td>TQM strategies and employee performance in Kenyatta National Hospital.</td>
<td></td>
</tr>
<tr>
<td>Azzam (2014)</td>
<td>The impact of managing customer relationship on customer satisfaction in the banking industry in Jordan.</td>
<td>A significant association between managing relations with clients and client satisfaction.</td>
<td>The study focused on banking institutions in Jordan, selected the sample through convenience sampling (non-random technique), and used only CRM as the determinant of customer satisfaction.</td>
<td>TQM strategies and employee performance in KNH and the study will select the respondents using random sampling techniques to ensure representativeness of the sample.</td>
<td></td>
</tr>
<tr>
<td>Muriithi (2014)</td>
<td>Continuous Improvement Approaches and Performance of Operations among Commercial Banks in Kenya.</td>
<td>A descriptive survey was utilized. Used primary and secondary data. Descriptive statistics and content analysis.</td>
<td>This study was not conclusive for the reason that it had non-specific respondents thus affected the representation sample. The study was</td>
<td>Total quality management strategies and employee performance in Kenyatta National Hospital.</td>
<td></td>
</tr>
<tr>
<td>Source</td>
<td>Research Topic</td>
<td>Methodology</td>
<td>Findings</td>
<td>Implications</td>
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<tr>
<td>Sheng (2014)</td>
<td>The empirical inquiry between organizational commitment and employee performance with X company as an example.</td>
<td>Organizational commitment, more specifically economic commitment, ideal commitment, and normative commitment positively correlates with employee performance.</td>
<td>Study collected data using a questionnaire and analyzed using correlational analysis. Factor analysis was utilized to analyze the background information.</td>
<td>The study did not explore TQM strategies and performance of employees. Total quality management strategies and employee performance in KNH and will use both descriptive and inferential analysis.</td>
<td></td>
</tr>
<tr>
<td>Ramseook-Munhurrun, Munhurrun, &amp; Panchoo (2011)</td>
<td>Total quality management adoption in a public hospital: evidence from Mauritius.</td>
<td>Continuous improvement significantly impacts on the management’s and employees’ perception.</td>
<td>Survey instrument was a questionnaire and analyzed using SPSS and ANOVA.</td>
<td>The study was conducted in Mauritius and therefore not applicable to KNH. Also, the study used management’s and employees’ perception as the dependent variable. Total quality management strategies and performance of workers in KNH.</td>
<td></td>
</tr>
<tr>
<td>Pradeep &amp; Prabhu (2011)</td>
<td>Relationship between effective leadership and employee performance.</td>
<td>Transformatio nal leadership significantly impacts performance outcomes of workers.</td>
<td>A survey of private and public enterprises by use of a questionnaire. Correlation and regression analysis was used to analyze data.</td>
<td>The study also ignored the influence of customer focus, employee involvement, and continuous improvement. Total quality management strategies and employee performance in KNH.</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2019)
2.5 Conceptual Framework

Independent Variable

Customer Focus
- Handling customer complaints
- Customer retention interventions
- Customer feedback systems

Employee Involvement
- Decision making
- Culture of openness
- Sharing productivity information

Continuous Improvement
- Training workers
- Systems measurement
- Bench marking
- Continuous quality audits

Top Management Commitment
- Quality leadership
- Resource allocation
- Quality policy
- Quality vision

Dependent Variable

Employee Performance
- Service quality
- Speed of service delivery
- Satisfaction of customers

Figure 2.1: Conceptual Framework


The conceptual framework is illustrated above. The study predicts the effect of TQM strategies and employee performance, measured by service quality, speed of service delivery, and satisfaction of customers. Therefore, this shows that service quality, speed of service delivery, and satisfaction that the customers encounter at Kenyatta National Hospital results from the total quality management strategies that the organization employs.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology involves the research design, population to be studied, size of the sample to be studied and techniques of determining the sample, instruments for collecting data and the procedure to follow, and analysis of data.

3.2 Research Design

The appropriate research design for this study was a descriptive design. According to Kothari and Garg (2014) a study design represents the conceptual structure upon which to carry out a study. Creswell and Creswell (2017) conceptualize a research design as the determination as well as the statement of the general approach for the research. Descriptive studies give truthful, precise, and organized data (Mugenda & Mugenda, 2012). A descriptive research design helps in answering what, where, and how questions about a phenomenon being. A descriptive survey is a data collection method that uses interviews and questionnaires that are self-administered to the respondents. A descriptive design helps to explain how things are without manipulating variables thus allowing the generalizability of results to a larger group.

3.3 Target Population

A study population, also called a universe, is the overall number of items under consideration (Berenson & Levine, 2014). Kothari and Gaurav (2014) suggest that a population is the universe of things with shared apparent characteristics. The study targeted employees of Kenyatta National Hospital because population represents the larger cluster from which a sample is obtained. The total number of the employees at KNH is 6000 (KNH, 23 October
Cooper and Schindler (2009) define target population as a collection of persons, items or things from which to get a sample for measurements. Target populations must possess certain observable features like those of the group of interest (Kothari, 2004). The target population included 5500 employees of KNH (nurses, specialists, and support staff) with the exception of 500 doctors, and they will be distributed across different groups as in table 3.1 below.

Table 3.1: Target Population Distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses</td>
<td>1800</td>
<td>33</td>
</tr>
<tr>
<td>Specialists</td>
<td>400</td>
<td>7</td>
</tr>
<tr>
<td>Support staff</td>
<td>3300</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5500</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: KNH (2019)

3.4 Sample and Sampling Technique

A study sample involves the elements from which data for the study is collected (Creswell & Creswell, 2017). According Ritchie, Lewis, and Elam (2013) sampling involves the method of selecting a small group of items or persons which comprises all the characteristics of the group being targeted. Working with a sample allows adequate time and resources in piloting as well as designing how data was collected. The sampling frame for this study was 5500 employees (nurses, specialists, and support staff) working at KNH. The study did not include doctors in the sample because of their busy schedules. The sample size was 373 respondents and was determined by the formula developed by Yamene (1964).

\[ n = \frac{N}{1 + N(e)^2} \]
In this, n is Sample size, N population (5500), e is the error estimate/significance level, given as 0.05 and 1 is the Constant.

\[ n = \frac{5500}{1 + 5500(0.05)^2} \]

\[ n = 373 \]

The employees that were included in the sample size are spread across different categories and therefore making stratified random sampling the most appropriate sampling technique to determine sample employees to be chosen from each group.

**Table 3.2: Distribution of Sample Size**

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Percentage (%)</th>
<th>Sample size (% of the population * sample size)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses</td>
<td>1800</td>
<td>33</td>
<td>123</td>
</tr>
<tr>
<td>Specialists</td>
<td>400</td>
<td>7</td>
<td>26</td>
</tr>
<tr>
<td>Support staff</td>
<td>3300</td>
<td>60</td>
<td>224</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5500</strong></td>
<td><strong>100</strong></td>
<td><strong>373</strong></td>
</tr>
</tbody>
</table>

Source: KNH (2019)

**3.5 Data Collection Instrument**

A structured questionnaire gathered primary data whereas the sources of secondary data was documented official records. Questionnaires are data collection tools that are completed by participants for the purposes of research (Phellas, Bloch, & Seale, 2011). A structured questionnaire facilitates the study to get uniform responses from the study respondents. The items in the questionnaire had a list of all probable alternatives for the respondents to select appropriate responses (Mugenda & Mugenda, 2003). The questionnaire have several sections as per the study variables to ensure adequate capturing of the measures of each variable. The administration to the respondents and analysis is easy (Babbie, 2010).
3.6 Data Collection Procedure

Data collection involved various activities in three phases (Orodho, 2012). Phase one was a visit to the facility where data was collected to get the physical layout of the place, that is, the pre-field logistic phase. The graduate school issued a letter of approval for data collection. A research authorization was issued by the National Commission for Science Technology and Innovation (NACOSTI). The second phase is field work logistics to make familiarization visits to the research area and establish the availability of the study respondents. A good relationship with the respondents was established and then issued them with the questionnaires. It was significant to brief participants on the research purpose and completed questionnaire was collected after an agreed time period to increase the response rate. The last phase was post-field logistics and it entailed collection, assembling as well as sorting questionnaires ready for data analysis.

3.7 Pilot Study

Pilot testing assesses whether the research instruments measured what it meant to by trying them in the field (Whitehead, Sully, & Campbell, 2014). The instrument’s validity as well as reliability was enhanced through piloting at KNH using 10% of the targeted population but the respondents who participated did not provide information during the main study. Pilot tests help to establish the accuracy as well as the appropriateness of the instrument (Kimberlin & Winterstein, 2008). Moreover, it assists in determining the presence of any errors, limitations, or weaknesses within the instruments or design to allow for revisions before to the main study.
3.8 Validity and Reliability of the Research Instrument

3.8.1 Validity of the Instrument
The extent to which a given tool measures what it is expected to measure in research is known as validity. Piloting assisted in improving the questionnaire’s face validity. Content validity was enhanced through professional advice to remove any biased items and constructing the questionnaire divided into several parts reflecting the study objectives (Cooper & Schindler, 2011). The research questionnaire was formulated as per the guidance of the supervisor as well as other research experts.

3.8.2 Reliability of the Instrument
Reliability specifies the consistency of the test results after repeated trial (Mugenda & Mugenda, 2008). An instrument is reliable if it measures variables precisely and get matching every time (Kombo & Tromp, 2006). The Cronbach’s alpha tested the test scores’ internal consistency with a threshold of 0.7 (α > 0.7). According to Tavakol and Dennick (2011) higher scores imply greater reliability of the scores for suitability of the reliability coefficients.

3.9 Data Analysis and Presentation
Collected data is analyzed to address the purpose of the study. Data analysis covers examining, categorizing, tabulating or recombining data to address the early prepositions of the research (Jakovljevic, 2015). Data collected was then edited, collated, as well as coded for easy analysis using SPSS. The methods of analysis involved descriptive and inferential analysis. Frequencies, percentages, mean, as well as standard deviation are represent
descriptive statistics. Inferential analysis entailed correlation analysis and regression analysis.

Overall, the multiple regression model was as illustrated as:

\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]

Where:

- \( Y \) = Employee Performance
- \( \alpha \) = Constant term
- \( X_1 \) = Customer focus
- \( X_2 \) = Employee involvement
- \( X_3 \) = Continuous improvement
- \( X_4 \) = Top management commitment

\( \beta_1 - \beta_4 \) represents the beta coefficients of various independent variables

\( e \) = Error term
CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The chapter presents the results of the primary data which was collected through the use of closed ended questionnaires. Both descriptive and inferential statistics were used to analyze the data. The results were analyzed from response rate, back ground information, customer focus, employee involvement, continuous improvement, top management commitment and employee performance. Regression analysis was ran to show the nature of the relationship between employee performance and the independent variables.

4.2 Response Rate

The data was collected from the Kenyatta National Hospital. Out of 373 questionnaires which were issued 342 were correctly filled and returned thus they formed a response rate of 91.6% as shown in table 4.2 below.

Table 4. 1: Response Rate

<table>
<thead>
<tr>
<th>Sample size</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correctly filled</td>
<td>342</td>
<td>91.6</td>
</tr>
<tr>
<td>Not returned</td>
<td>31</td>
<td>8.3</td>
</tr>
<tr>
<td>Total</td>
<td>373</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, (2019)
4.3 Validity and Reliability Test (Results of Piloting Test)

4.3.1 Validity Test

Results from Table 4.2, shows that the test yielded an average validity index score of 94%.

This was an indication that the instrument was valid.

Table 4.2: Content Validity Index

<table>
<thead>
<tr>
<th>RATER</th>
<th>TOTAL ITEMS</th>
<th>VALID ITEMS</th>
<th>FRACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>55</td>
<td>51</td>
<td>0.9272</td>
</tr>
<tr>
<td>2</td>
<td>55</td>
<td>54</td>
<td>0.9818</td>
</tr>
<tr>
<td>3</td>
<td>55</td>
<td>51</td>
<td>0.9272</td>
</tr>
<tr>
<td>4</td>
<td>55</td>
<td>53</td>
<td>0.9636</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td><strong>0.9495</strong></td>
</tr>
</tbody>
</table>

Source: Field data, (2019)

4.3.2 Reliability Test

As indicated in Table 4.3 all the variables; customer focus, employee involvement, continuous improvement, top management commitment and employee performance were greater than 0.7. From these findings it can be concluded that the constructs measured had the adequate reliability for the subsequent stages of analysis since all the Cronbach Alpha values were greater than 0.7.

Table 4.3: Reliability Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Focus</td>
<td>0.833</td>
</tr>
<tr>
<td>Employee Involvement</td>
<td>0.710</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>0.783</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>0.701</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.845</td>
</tr>
</tbody>
</table>

Source: Field data, (2019)
4.4 demographic findings

4.4.1 Gender Distribution

The results in table 4.4 indicates (45.9%) of the respondents were female while (54.1%) of the respondents were male. This was a good distribution which depicts a fair balance of gender.

Table 4.4: Distribution of Respondents by Gender.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>54.1</td>
</tr>
<tr>
<td>Female</td>
<td>45.9</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, (2019)

4.4.2 Respondents Distribution by Age

The respondents were required to indicate their age where the study findings indicated that majority (48%) indicated that their age bracket was between 31 and 40 years. Analysis of findings also indicated that 29% of the respondents were between 41 and 50 years of age. 22% of the respondents indicated that they were below 30 years of age. The findings further indicated that 10% were above 50 years of age. The findings of the study are illustrated in figure 4.1.
4.4.3 Level of Education of Respondents

According to findings (38%) of the respondents indicated that they hold Diploma/ Higher Diploma (31%) hold degree level of education, (26 %) were certificate level of education while (5%) hold a master’s degree as shown on (figure 4.2).

Figure 4. 1 Respondents Distribution by Age
Source: Field data, (2019)

Figure 4. 2 Respondents Level of Education
Source: Field data, (2018)

4.4.4 Respondents area of work

This question sought to investigate the area of work for each of respondent in the Kenyatta National Hospital. Findings in figure 4.3 show that majority (50%) of the respondents were
nurses, (22%) support staff (18%) were doctors and (10%) of the respondents were specialists. This means that the employees at the Kenyatta National Hospital was very balanced in terms of professionalism required.

![Respondents area of work](image)

**Figure 4. 3 Respondents area of work**

Source: Field data, (2019)

**4.4.5 Working Experience of Respondents**

Findings in figure 4.4 show that majority (40%) of the respondents had a working experience between 6 to 10 years, (28%) had between 1 to 5 years,(24%) had less than 1 years and (8%) had more than 12 year experience.

![Working Experience of Respondents](image)

**Figure 4. 4 Working Experience of Respondents**

Source: Field data, (2019)
4.5 Descriptive Findings

4.5.1 Customer Focus and employee performance

The first objective for this study was to establish the influence of customer focus on employee performance in Kenyatta National Hospital. The respondents were first required to state level of agreement (or disagreement) with respect to the following aspects of customer focus customer focus customer focus customer focus as applied by Kenyatta National Hospital.

According to the findings, majority of the respondents agreed on the statement that the hospital has a well-established customer relationship system with 50% of the respondents strongly agreed; 34.1% agreed; 7.2% being neutral; 7.1% disagreed 1.6% strongly disagreed with a mean of 3.5; That Customer feedback is used in improving service quality with 43.7% Majority of the respondents strongly agreed 19.5% agreed 14.3% were neutral 18.4% disagreed while 4.1% strongly disagreed with a mean of 4.4.

The finding indicated that Customers’ requirement is used to measure quality were 74.6% agreed; 15% strongly agreed; 6% were neutral; 2.4% disagree; 2% strongly disagreed with a mean of 4.4; on Customers’ needs and expectations are communicated in the company 40.8% of the respondent strongly agreed; 31% agreed; 15.9% were neutral 8.2% disagreed while 4.1% strongly disagreed with a mean of 4.1 ; that the customer care staff is well-trained to improve customer satisfaction 43% strongly agreed, 31% agreed, 20% were neutral; 10% disagreed while 12% strongly disagreed with a mean of 3.93; That the hospital keeps client data base and transactions confidential were 38% majority of respondents strongly agreed, 34% agreed, 15% were neutral, 8% disagreed and 5% strongly disagreed; that benchmarking assists the hospital to measure employee performance advancement were 30% of majority of
the respondents strongly agreed, 26% agreed, 18% were neutral, 10% disagreed, 16% strongly disagreed as shown by mean of 3.89.

These findings relate with the literature review where Jarideh (2016) explored the how customer focus and service-orientation affects quality of services and customer satisfaction in Hyperstar Stores in Tehran, Iran. The study findings exposed that customer and service orientation had a positive correlation with expected service quality.

Table 4. 5: Customer focus and employee performance

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital has a well-established customer relationship system</td>
<td>50</td>
<td>34.1</td>
<td>7.2</td>
<td>7.1</td>
<td>1.6</td>
<td>3.5</td>
</tr>
<tr>
<td>Customer feedback is used in improving service quality</td>
<td>43.7</td>
<td>19.5</td>
<td>14.3</td>
<td>18.4</td>
<td>4.1</td>
<td>4.4</td>
</tr>
<tr>
<td>Customers’ requirement is used to measure quality</td>
<td>15</td>
<td>74.6</td>
<td>6</td>
<td>2.4</td>
<td>2</td>
<td>4.4</td>
</tr>
<tr>
<td>Customers’ needs and expectations are communicated in the company</td>
<td>40.8</td>
<td>31</td>
<td>15.9</td>
<td>8.2</td>
<td>4.1</td>
<td>4.1</td>
</tr>
<tr>
<td>The customer care staff is well-trained to improve customer satisfaction</td>
<td>43</td>
<td>31</td>
<td>20</td>
<td>10</td>
<td>12</td>
<td>3.93</td>
</tr>
<tr>
<td>The hospital keeps client data base and transactions confidential</td>
<td>38</td>
<td>34</td>
<td>15</td>
<td>8</td>
<td>5</td>
<td>4.37</td>
</tr>
<tr>
<td>Benchmarking assists the hospital to measure employee performance advancement</td>
<td>30</td>
<td>26</td>
<td>18</td>
<td>10</td>
<td>16</td>
<td>3.89</td>
</tr>
</tbody>
</table>
4.5.2 Employee involvement and employee performance

The study sought to find out Level of agreement with statements regarding the employee involvement influences on employee performance in Kenyatta National Hospital. The respondents were therefore presented with statements which they were required to rate. As shown in table 4.6 below.

From the study majority of respondents agreed to the statement that teamwork influences workers’ participation and work performance were 30% strongly agreed, 27% agreed, 25.9 were neutral, 13% disagreed and 4% strongly disagreed with a mean of 4.11; that the hospital management embraces teamwork to better service quality were 38% of majority strongly agreed, 29% agreed, 16% were neutral, 14% disagreed and 3% strongly agreed with a mean of 4.04; that the hospital involves its staffs in quality-related activities were 29% of majority strongly agreed, 26% agreed, 19% were neutral, 15% disagreed and 11% strongly disagreed with a mean of 3.78; that the hospital workers are willing to share their knowledge with each other with 34% of majority strongly agreed, 24% agreed, 20% were neutral, 17% disagreed and 5% strongly disagreed with a mean of 3.88; that the hospital provides an atmosphere of trust rather than resentment and punishment for employee failure with 35% strongly agreed, 27% agreed, 21% neutral, 8% disagreed while 9% strongly disagreed with a mean of 4.11.

The findings indicated that employees are given recognition in their achievements were 32% of majority of respondents strongly agreed, 31% agreed, 17% were neutral, 15% disagreed and 5% strongly disagreed; with a mean of 5.00 that the hospital workforce is educated and trained regularly to enhance employee performance were 33% of the majority strongly agreed, 28% agreed, 22% were neutral, 11% disagreed and 6% strongly disagreed. These findings were in conformity with findings by Oyaro (2016) who examined whether allowing employee
to take part in decision making influences citizenship behavior in Machakos County offices.

The research findings confirmed that involvement of workers in decision making results in increased productivity.

**Table 4.6: Employee involvement influences**

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork influences workers’ participation and work performance</td>
<td>30</td>
<td>27</td>
<td>25.9</td>
<td>13</td>
<td>4</td>
<td>4.11</td>
</tr>
<tr>
<td>The hospital management embraces teamwork to better service quality</td>
<td>38</td>
<td>29</td>
<td>16</td>
<td>14</td>
<td>3</td>
<td>4.04</td>
</tr>
<tr>
<td>The hospital involves its staffs in quality-related activities</td>
<td>29</td>
<td>26</td>
<td>19</td>
<td>15</td>
<td>11</td>
<td>3.78</td>
</tr>
<tr>
<td>The hospital workers are willing to share their knowledge with each other</td>
<td>34</td>
<td>24</td>
<td>20</td>
<td>17</td>
<td>5</td>
<td>3.88</td>
</tr>
<tr>
<td>The hospital provides an atmosphere of trust rather than resentment and punishment for employee failure</td>
<td>35</td>
<td>27</td>
<td>21</td>
<td>8</td>
<td>9</td>
<td>4.11</td>
</tr>
<tr>
<td>Employees are given recognition in their achievements</td>
<td>32</td>
<td>31</td>
<td>17</td>
<td>15</td>
<td>5</td>
<td>5.0</td>
</tr>
<tr>
<td>The hospital workforce is educated and trained regularly to enhance employee performance</td>
<td>33</td>
<td>28</td>
<td>22</td>
<td>11</td>
<td>6</td>
<td>7.8</td>
</tr>
</tbody>
</table>

### 4.5.3 Continuous Improvement and employee performance

The third objective for this study was to determine the influence of continuous improvement on employee performance in Kenyatta National Hospital. The researcher sought to find out the respondent’s view on whether continuous improvement influence employee performance in Kenyatta National Hospital. The results were presented in table 4.7.
According to the findings, 54.3% of the respondents strongly agreed; 32% agreed; 4% were neutral; 6.2% disagreed; 3.5% strongly disagreed that the management of this hospital undertakes self-evaluation of quality employee performance in service delivery; 41% of the respondents strongly agreed that the hospital management is in routine interaction with the clients and employees; 39% agreed; 8% were neutral; 10% disagreed; while 2% strongly disagreed. Majority 45.1% of the respondent strongly agreed that the organization regularly eliminates barriers to performance 38.6% agreed; 8.3% were neutral; 6% disagreed while 2% strongly disagreed; that 30.7% strongly agreed that the organization has training policies for the workers 33% agreed; 14.2% were neutral; 18% disagreed while 4.1% strongly disagreed; that the workforce is continuously trained to improve employee performance and customer satisfaction were 34% strongly agreed, 31% agreed, 19% neutral, 7% disagree, 9% strongly disagree.

The findings indicated that Kenyatta National Hospital measures its quality against other best quality practices were 45% strongly agreed, 26% agreed, 20% were neutral, 7% disagreed and 2% strongly disagreed; that the hospital conducts continuous improvement assessments in form of internal quality audits ISO certification requirements were 38% strongly agreed, 36% agreed, 11% were neutral, 3% disagreed and 7% strongly disagreed as indicated by the mean 3.8, 3.5, 4.1, 4.0, 4.07, 3.85, 3.59 respectively. These results correlates with the literature review where Wickramasinghe and Wickramasinghe (2016) found that continual improvement significantly positively impacts shop-floor job performance of employees.
Table 4. 7: Influence of continuous improvement on employee performance

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management of this hospital undertakes self-evaluation of quality employee performance in service delivery</td>
<td>54.3</td>
<td>32</td>
<td>4</td>
<td>6</td>
<td>3.5</td>
<td>3.8</td>
</tr>
<tr>
<td>The hospital management is in routine interaction with the clients and employees.</td>
<td>41</td>
<td>39</td>
<td>8</td>
<td>10</td>
<td>2</td>
<td>3.5</td>
</tr>
<tr>
<td>The organization regularly eliminates barriers to performance</td>
<td>45.1</td>
<td>38.6</td>
<td>8.3</td>
<td>6</td>
<td>2</td>
<td>4.1</td>
</tr>
<tr>
<td>The organization has training policies for the workers</td>
<td>30.7</td>
<td>33</td>
<td>14.2</td>
<td>18</td>
<td>4.1</td>
<td>4.0</td>
</tr>
<tr>
<td>The workforce is continuously trained to improve employee performance and customer satisfaction</td>
<td>34</td>
<td>31</td>
<td>19</td>
<td>7</td>
<td>9</td>
<td>4.07</td>
</tr>
<tr>
<td>Kenyatta National Hospital measures its quality against other best quality practices</td>
<td>45</td>
<td>26</td>
<td>20</td>
<td>7</td>
<td>2</td>
<td>3.85</td>
</tr>
<tr>
<td>The hospital conducts continuous improvement assessments in form of internal quality audits ISO certification requirements</td>
<td>38</td>
<td>36</td>
<td>11</td>
<td>3</td>
<td>7</td>
<td>3.59</td>
</tr>
</tbody>
</table>

**4.5.4 Top Management Commitment and employee performance**

The study sought to find out level of agreement with statements concerning the top management commitment on employee performance in Kenyatta National Hospital.

The study sought to find out the level of agreement with statements concerning the top management commitment on employee performance in Kenyatta National Hospital. From the findings respondents agreed to the statement that there is an effective quality enhancement plan in the hospital were 55% strongly agreed, 22% agreed, 14% were neutral, 5.2% disagreed, 4% strongly disagreed with mean of 3.7; that the top management of KNH came up with clear quality goals were 45% strongly agreed, 21% agreed, 15% were neutral, 14% disagreed and 7% strongly disagreed with mean of 3.9; that the quest for quality service is the
obligation of the hospital’s top management were 65% strongly agreed, 22% agreed, 4.1% were neutral, 6.1% disagreed and 2.5% strongly disagreed with a mean of 4.3; that the top management is committed to improvement of quality were 34% strongly agree, 28% agree, 18% neutral, 14% disagree and 4.1% strongly disagree with mean of 3.6; that top management of the hospital dedicates resources to support service quality improvement were 30% strongly agree, 26% agree, 21% neutral, 19% disagree, 4% strongly disagree with mean of 3.9; that the KNH management takes a leading role in supervising quality teams were 38% strongly agreed, 34% agreed, 11% were neutral 10% disagreed and 7% strongly disagreed with a mean of 4.03.

The findings indicated that Top management establishes trust as well as commitment to improving quality through eradicating fear were 41% strongly agreed, 38% agreed, 11% were neutral, 4% disagreed while 5% strongly disagreed with a mean of 3.75; that they have confidence as well as trust in the hospital’s management were 31% strongly agreed, 28% agreed, 23% were neutral, 10% disagreed, 8% strongly disagreed with a mean of 3.4. These findings agrees with findings by PourKiani and Tanabandeh (2016) when assessing topmost management commitment to quality provision and performance of workers in Islamic Republic of Iran Custom who found that the presence of a positive association between top administration commitment to provision of quality to clients and performance.
Table 4. 8: Top Management Commitment on Employee performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is an effective quality enhancement plan in the hospital</td>
<td>55%</td>
<td>22%</td>
<td>14%</td>
<td>5.2%</td>
<td>4.0%</td>
<td>3.7%</td>
</tr>
<tr>
<td>The top management of KNH come up with clear quality goals</td>
<td>45%</td>
<td>21%</td>
<td>15%</td>
<td>7%</td>
<td>14%</td>
<td>3.9%</td>
</tr>
<tr>
<td>The quest for quality service is the obligation of the hospital’s top management</td>
<td>65%</td>
<td>22%</td>
<td>4.1%</td>
<td>6.1%</td>
<td>2.5%</td>
<td>4.3%</td>
</tr>
<tr>
<td>The top management is committed to improvement of quality</td>
<td>34%</td>
<td>28%</td>
<td>18%</td>
<td>14%</td>
<td>4.1%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Top management of the hospital dedicates resources to support service quality improvement</td>
<td>30%</td>
<td>26%</td>
<td>21%</td>
<td>4%</td>
<td>9%</td>
<td>3.8%</td>
</tr>
<tr>
<td>The KNH management takes a leading role in supervising quality teams</td>
<td>38%</td>
<td>34%</td>
<td>11%</td>
<td>7%</td>
<td>4.0%</td>
<td>3%</td>
</tr>
<tr>
<td>Top management establishes trust as well as commitment to improving quality through eradicating fear</td>
<td>41%</td>
<td>38%</td>
<td>11%</td>
<td>4%</td>
<td>5%</td>
<td>3.7%</td>
</tr>
<tr>
<td>I have confidence as well as trust in the hospital’s management</td>
<td>31%</td>
<td>28%</td>
<td>23%</td>
<td>10%</td>
<td>8%</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

4.5.5 Employee performance in Kenyatta National Hospital

The study sought to find out level of agreement with statements regarding the employee performance in Kenyatta National Hospital. From the findings, respondents agreed with statements that there is a reduction of customer/patients complaints in the hospital were 30.1% strongly agreed, 21% agreed, 17.2% were neutral, 17% disagreed and 14.1 strongly
disagreed with mean of 3.8; that the hospital has higher levels of customer satisfaction were 33.7% strongly agree, 29.5% agreed, 14.3% were neutral, 14.4% disagreed and 8.1% strongly disagreed with mean of 4.3; that employees value quality service to the customers were 64.6% strongly agreed, 25% agreed, 4% were neutral, 3.4 disagreed and 3% strongly disagreed with a mean of 4.2; that customers are served timely upon arrive at the facility were 30.8%, 41% agreed, 14.9% were neutral, 9.2% disagreed, 4.1% strongly disagreed with a mean of 4.1. These findings agree with finding by Mutua, (2017). The performance of employees uses various set performance standards which include; customer feedback, efficiency, effectiveness, productivity, quality as well as profitability of the firm.

**Table 4. 9: Employee performance in Kenyatta National Hospital**

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a reduction of customer/patients complaints in the hospital</td>
<td>30.1</td>
<td>21</td>
<td>17.2</td>
<td>17</td>
<td>14.1</td>
<td>3.8</td>
</tr>
<tr>
<td>The hospital has higher levels of customer satisfaction</td>
<td>33.7</td>
<td>29.5</td>
<td>14.3</td>
<td>14.4</td>
<td>8.1</td>
<td>4.3</td>
</tr>
<tr>
<td>Employees value quality service to the customers</td>
<td>64.6</td>
<td>25</td>
<td>4</td>
<td>3.4</td>
<td>3</td>
<td>4.2</td>
</tr>
<tr>
<td>Customers are served timely upon arrive at the facility</td>
<td>30.8</td>
<td>41</td>
<td>14.9</td>
<td>9.2</td>
<td>4.1</td>
<td>4.1</td>
</tr>
</tbody>
</table>

**4.6 Regression Analysis**

The researcher conducted a multiple regression analysis so as determine the influence of total quality management strategies on employee performance in Kenyatta National Hospital. The researcher applied the statistical package SPSS, to enter and compute the measurements of the multiple regressions for the study as presented below.
4.6.1 Model Summary

Table 4. 10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.799</td>
<td>.742</td>
<td>.558</td>
<td>.0042</td>
</tr>
</tbody>
</table>

Source: Research, 2018

a. Predictors: (Constant) customer focus, employee involvement, continuous improvement and top management commitment.

b. Employee performance in Kenyatta National Hospital

The regression analysis model shows a strong relationship, $R^2 = 0.742$ which shows that 74.2% of the variation in employee performance in Kenyatta National Hospital is explained by the results. This means 26% is unexplained by the results. Adjusted $R^2$ is a modified version of $R^2$ that has been adjusted for the number of predictors in the model by less than chance. The adjusted $R^2$ of 0.742 which is slightly lower than the $R^2$ value is a precise indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted $R^2$ indicates that 74.2% of the changes in the employee performance in Kenyatta National Hospital is explained by the model and 26% is not explained by the results.

4.6.2 ANOVA\textsuperscript{a}

The $F$ critical at 5% level of significance was 3.56. $F$ calculated is greater than the $F$ critical (value 16.478), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, explain the variation in the dependent
variable which is employee performance in Kenyatta National Hospital. If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Table 4.11: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>10.686</td>
<td>4</td>
<td>2.671</td>
<td>16.478</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>81.193</td>
<td>46</td>
<td>3.56</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>91.879</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant) customer focus, employee involvement, continuous improvement and top management commitment.
b. Employee performance in Kenyatta National Hospital

4.6.3 Multiple Regression Analysis

According to the equation, taking all factors (customer focus, employee involvement, continuous improvement and top management commitment) constant at zero, overall employee performance in Kenyatta National Hospital will be 5.674. The data findings also show that a unit increase in customer focus led to a 0.332 increase employee performance in Kenyatta National Hospital; a unit increase employee involvement lead to a 0.376 increase in employee performance in Kenyatta National Hospital; a unit increase in continuous improvement, led to 0.355 increases in employee performance in Kenyatta National Hospital and a unit increase in top management commitment led to a 0.398 increase in employee performance in Kenyatta National Hospital. This means that the most significant variable was top management commitment followed by employee involvement; continuous improvement and customer focus respectively.
Table 4.12: Multiple Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>5.674</td>
<td>.984</td>
<td>8.110</td>
<td>.000</td>
</tr>
<tr>
<td>Customer focus</td>
<td>.332</td>
<td>.117</td>
<td>.272</td>
<td>2.731</td>
</tr>
<tr>
<td>Employee involvement</td>
<td>.376</td>
<td>.165</td>
<td>.025</td>
<td>2.279</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>.355</td>
<td>.148</td>
<td>.256</td>
<td>2.399</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>.398</td>
<td>.180</td>
<td>.275</td>
<td>2.211</td>
</tr>
</tbody>
</table>

The regression equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \) was interpreted to mean

\[ Y = 5.674 + .332X_1 + .376X_2 + .355X_3 + .398X_4 \]

\( Y \) = Employee performance in Kenyatta National Hospital.

\( X_1 \) is Customer focus \( X_2 \) is Employee involvement, \( X_3 \) is Continuous improvement and \( X_4 \) is the Top management commitment.

The overall model as shown on Table 4.12 indicated that customer focus, employee involvement, continuous improvement and top management commitment were highly significant at \( p=0.004, p=0.002, p=0.003 \) and \( p=0.001 \) respectively.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
The chapter provides the summary of the findings it also gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to find out the influence of total quality management strategies on employee performance in Kenyatta National Hospital.

5.2 Summary of the Findings
According to the regression equation established, taking all factors into account (customer focus, employee involvement, continuous improvement and top management commitment) constant at zero, overall employee performance in Kenyatta National Hospital was 5.674. The data findings also show that a unit increase in customer focus led to a 0.332 increase employee performance in Kenyatta National Hospital; a unit increase employee involvement led to a 0.376 increase in employee performance in Kenyatta National Hospital; a unit increase in continuous improvement, led to 0.355 increases in employee performance in Kenyatta National Hospital and a unit increase in top management commitment led to a 0.398 increase in employee performance in Kenyatta National Hospital. This means that the most significant variable was top management commitment followed by employee involvement; continuous improvement and customer focus respectively.
5.2.1 Customer Focus

On Customer focus the study established that the hospital has a well-established customer relationship system; That Customer feedback is used in improving service quality; that Customers’ requirement is used to measure quality; that Customers’ needs and expectations are communicated in the company; that the customer care staff is well-trained to improve customer satisfaction; that the hospital keeps client data base and transactions confidential; that benchmarking assists the hospital to measure employee performance advancement.

5.2.2 Employee involvement

On employee involvement the study found that teamwork influences workers’ participation and work performance; that the hospital management embraces teamwork to better service quality; that the hospital involves its staffs in quality-related activities; that the hospital workers are willing to share their knowledge with each other; that the hospital provides an atmosphere of trust rather than resentment and punishment for employee failure; that employees are given recognition in their achievements that the hospital workforce is educated and trained regularly to enhance employee performance.

5.2.3 Continuous improvement

On Continuous improvement the study found that the management of this hospital undertakes self-evaluation of quality employee performance in service delivery; that the hospital management is in routine interaction with the clients and employees; that the organization
regularly eliminates barriers to performance; that the organization has training policies for the workers; that the workforce is continuously trained to improve employee performance and customer satisfaction; that Kenyatta National Hospital measures its quality against other best quality practices; that the hospital conducts continuous improvement assessments in form of internal quality audits ISO certification requirements.

5.2.4 Top Management Commitment

On top management commitment the study established that there is an effective quality enhancement plan in the hospital; that the top management of KNH come up with clear quality goals; that the quest for quality service is the obligation of the hospital’s top management; that the top management is committed to improvement of quality; that top management of the hospital dedicates resources to support service quality improvement; that the KNH management takes a leading role in supervising quality teams; that top management establishes trust as well as commitment to improving quality through eradicating fear; that employee they had confidence as well as trust in the hospital’s management.

5.3 Conclusion

The study concludes customer focus positively leads to employee performance in Kenyatta National Hospital that a clear patient focus strategy would entail best results in clinical care and patient satisfaction. Indeed, customer focus and retention is a vital strategy in an organization, and particularly of top priority in service firms. Producing high quality products and service to ensure customer satisfaction is highly important to a firm’s survival. Similarly, a focus on customers is not just a survey but a chain leading to continuous improvement through a long term planning strategy.

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Having a customer focus encompasses the ways in which a public health agency or program listens to the voice of its customers, builds customer relationships, determines customers’ level of satisfaction, and uses customer information to identify and act on opportunities for improvement. While many public health agencies assess the satisfaction of their clients/customers, customer focus is not limited to customer satisfaction.

On employee involvement influences and employee performance in Kenyatta National Hospital. This study concludes that there is a strong, positive and significant relationship between employee involvement and employee performance. Overall, the relationship between the continuous improvement and employee performance in Kenyatta National Hospital was positive and significant. Continuous improvement and total quality management strategies go hand in hand, to achieve excellence and employee performance. The results revealed that continuous improvement of services including streamlined organization processes were the greatest beneficiaries of continuous improvement practices in the re Kenyatta National Hospital. Other organizational efficiency improvements were increased productivity as a result of zero defects and employees striving to do the right thing in the right manner resulting to fewer mistakes.

Total quality management strategies is a way of life for a public hospitals. It has to be introduced and led by top management. This is a key point. Attempts to implement total quality management strategies often fail because top management doesn't lead and get committed -instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the public hospital, and in creating and deploying well defined systems, methods and performance measures for achieving those goals.
The study also found that top management in the Kenyatta National Hospital under study was willing to commit organizational resource in supporting total quality management. Results also indicated that institutional processes and procedures were standardized to meet total quality management requirements.

5.4 Recommendation

On the influence of customer focus on employee performance in Kenyatta National Hospital. The study recommends that it is important to understand what the customer needs and what their requirements are, so as to ensure total quality management. This can be done by way of interviews, surveys, focus groups, complaints, customer observations, or even expert groups (for example by talking to staff who provide the programs/products/services directly to the customers). The important thing is to identify and use this total quality management information. It is important to regularly gather this information because customer needs and requirements change over time. You use this information to inform how you measure what satisfies your customers and to understand what has changed.

On employee involvement and influences of employee performance in Kenyatta National Hospital. The study recommends employees to be assigned authority in their tasks and receive reward in case of successful performance. Suggestion systems should be established and individual employees should be allowed to participate (to propose) in cases related to their organizational unit beyond their tasks. When they propose useful suggestions, a proportionate reward should be given to them.

Kenyatta National Hospital as service organizations, the goal of sustained improvement should be to deliver value to the customer efficiently and enable people to contribute and lead to their fullest potential, firms should discover enhanced ways of working and connecting
strategy, goals, and meaningful purpose. Together, these form the continuous improvement system, an integrated approach that transforms the entire Kenyatta National Hospital from the front line to the executive, allowing it to renew itself continuously for lasting value.

From the study, it was evident that top management commitment positively affects employee performance in Kenyatta National Hospital. This study therefore recommends that employee performance in Kenyatta National Hospital as well as other organizations who are implementing TQM take strategic measures in ensuring top management participation and commitment to quality initiatives. This study further recommends that top managements commit themselves in providing leadership and key resources needed in total quality management.

5.5 Areas for further research

Replica study needs to be done with larger samples by incorporating more government health care institutions. A comparative study using a different population such as private health care institutions could also be considered for study to confirm and validate the theories and findings. Research on other variables presumed relate to either directly or indirectly to employee performance should be researched on.
REFERENCES


Ndambuki, J. (2013). The level of patients’ satisfaction and perception on quality of nursing services in the Renal unit, Kenyatta National Hospital Nairobi, Kenya. Open Journal of Nursing, 3(02), 186.


Wambura, C. (2016). *Service Quality and Performance Improvement in Health Care: A Case of Kenyatta National Hospital*.


Whitehead, A. L., Sully, B. G., & Campbell, M. J. (2014). Pilot and feasibility studies: is there a difference from each other and from a randomized controlled trial?. *Contemporary clinical trials, 38*(1), 130-133.


APPENDICES

Appendix I: Letter of Introduction

I am a Kenyatta University student carrying out a study on the influence of total quality management strategies on performance of employees at Kenyatta National Hospital. Your participation and honest contribution will be highly valued. You are guaranteed that any information you provide treated with greatest confidentiality.

Thank you.

Victoria Mwende Kithinji
Email: vickiemwende9@yahoo.com
Appendix II: Questionnaire

Please tick (√) or fill as appropriate.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender?  Male [    ]  Female [    ]

2. Your age bracket?

   Under 30 [    ]  31 – 40 [    ]  41 – 50 [    ]  Over 50 [    ]

3. Please indicate your highest level of education

   Certificate [    ]  Diploma/ Higher Diploma [    ]  Degree [    ]  Masters [    ]

   Other [    ] (specify) ………………………………………………………………………………………………………………………………………

4. indicate the number of years you have worked in the organization?

   Less than 1 year [    ]  1-5 years [    ]  6-10 years [    ]  More than 12 years [    ]

5. What is your area of work?

   Doctor [    ]  Nurse [    ]  Support staff [    ]  Specialist [    ]

SECTION B: CUSTOMER FOCUS AND EMPLOYEE PERFORMANCE

6. In the tables below various statements have been provided regarding the effect of customer focus on employee performance. Please indicated the extent to which you agree with the statements below by placing a tick (√) where appropriate.
<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>Strongly Agree=1</th>
<th>Disagree=2</th>
<th>Not Sure=3</th>
<th>Agree=4</th>
<th>Strongly Agree=5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital has a well-established customer relationship system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital has a well-established customer relationship system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer feedback is used in improving service quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers’ requirement is used to measure quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers’ needs and expectations are communicated in the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The customer care staff is well-trained to improve customer satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital keeps client database and transactions confidential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benchmarking assists the hospital to measure employee performance advancement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION C: EMPLOYEE INVOLVEMENT AND EMPLOYEE PERFORMANCE

7. Indicate the extent to which you agree with the following statements on the effect of employee involvement on the performance of employees? Please tick appropriately.
<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>Strongly Agree=1</th>
<th>Disagree=2</th>
<th>Not Sure=3</th>
<th>Agree=4</th>
<th>Strongly Agree=5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork influences workers’ participation and work performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital management embraces teamwork to better service quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital involves its staffs in quality-related activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital workers are willing to share their knowledge with each other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital provides an atmosphere of trust rather than resentment and punishment for employee failure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are given recognition in their achievements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital workforce is educated and trained regularly to enhance employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SECTION D: CONTINUOUS IMPROVEMENT AND EMPLOYEE PERFORMANCE**

8. Please tick (√) the most suitable response on the effect of continuous improvement on employee performance.
<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>Strongly Agree=1</th>
<th>Disagree=2</th>
<th>Not Sure=3</th>
<th>Agree=4</th>
<th>Strongly Agree=5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management of this hospital undertakes self-evaluation of quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>employee performance in service delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital management is in routine interaction with the clients and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization regularly eliminates barriers to performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has training policies for the workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The workforce is continuously trained to improve employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and customer satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenyatta National Hospital measures its quality against other best</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>quality practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital conducts continuous improvement assessments in form of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>internal quality audits ISO certification requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION E: TOP MANAGEMENT COMMITMENT AND EMPLOYEE PERFORMANCE
9. The following statements indicate that some of the practices by the top management of Kenyatta National Hospital. Please show the level of agreement with them.

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>Strongly Agree=1</th>
<th>Disagree=2</th>
<th>Not Sure=3</th>
<th>Agree=4</th>
<th>Strongly Agree=5</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is an effective quality enhancement plan in the hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The top management of KNH come up with clear quality goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The quest for quality service is the obligation of the hospital’s top management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The top management is committed to improvement of quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top management of the hospital dedicates resources to support service quality improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The KNH management takes a leading role in supervising quality teams</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Top management establishes trust as well as commitment to improving quality through eradicating fear</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I have confidence as well as trust in the hospital’s management</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

SECTION F: EMPLOYEE PERFORMANCE MEASUREMENT

10. To what extent do you agree with each of the following statements?
<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>Strongly Agree=1</th>
<th>Disagree =2</th>
<th>Not Sure=3</th>
<th>Agree =4</th>
<th>Strongly Agree=5</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a reduction of customer/patients complaints in the hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital has higher levels of customer satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees value quality service to the customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers are served timely upon arrive at the facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

THANK YOU