

**TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF
EMPLOYEES OF NATIONAL REGISTRATION BUREAU NAIROBI KENYA.**

BY

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**A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF BUSINESS,
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DECLARATION

This research proposal is my original work and has not been submitted for examination to any other university.

Sign.....

Date.....

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D53/CTY/PT/38486/2016

This Research proposal has been submitted for examination with my approval as the Kenyatta University supervisor.

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DEDICATION

I dedicate my work to God for his favor and his love, my daughter Skylar for being patient and loving, and my parents, Mr. and Mrs. Njoroge, for their love and inspiration, and to the late Beatrice Maina, my high school principal who always reminded me that nothing is challenging in a determined mind and nothing is impossible, lastly to me for not giving up on me and my achievements.

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ABBREVIATIONS AND ACRONYMS

CSD	Corporate Sustainable Development
EACC	Ethics and Anticorruption Commission
ISO	International Organization of Standardization
KRA	Kenya Revenue Authority
NRB	National Registration Bureau
PSD	Production of Security Documents
SEM	Structural Equation Modelling
TQM	Total Quality Management

ABSTRACT

This research will explore the influence of Total Quality Management (TQM) practices on the performance of employees at the National Registration Bureau in Nairobi. Among the primary TQM elements that will be explored includes leadership, empowerment of the employees, employee training and employee career improvement, with the aim of deepening the understanding of these element effects on the productivity of this institution workforce. The main objectives of this study includes examination of the role of leadership as one of the determinat of the performance of the institution. The second objective is investigating the effects of empowering the institution employees and analysing the impacts of employee training on institution performance. Addressing these goals will be facilitated by some set research questions which bridge the gap between the TQM literature and the research objectives. The contribution of the study arises from the hypothesis that the application of TQM practices will contribute to improvements in various operations and results of value measurement at the NRB. Since NRB has an ISO certification, it is expected that the results of the study will improve the performance of the department and the international quality standard compliance of the institution, which leads to improved employee performance and satisfaction.

Furthermore, the study's results offer valuable insights for policymakers and managers within the public sector on the importance of adopting a structured quality management approach. The findings highlight the essential role of leadership, empowerment, training, and continuous improvement, advocating for a comprehensive strategy to enhance organizational performance. This paper contends that embracing an integrated approach to TQM is crucial for advancing public sector performance and expanding the knowledge base on TQM practices within this context. This research has adopted a descriptive research design that entails collection of data from the entire population. the data will be collected using structured questionnaire to gather primary data from all the NRB employees. Qualitative and quantitative data analysis will be done on the collected data in order to achieve the set objectives. SPSS software will be used in data analysis.

CHAPTER ONE: INTRODUCTION

1.1 Background of Study

For any business to succeed enhancement of its performance is necessary to ensure that its product/service is at par with the customer expectations and demand. With globalization, there are integrated approaches that make organizations survive and succeed in the global market by incorporating employee involvement and developing efficiency and business performance schemes. Under TQM practice framework, organizations get ability to draw strategies which would enable them realize their goals and objectives (Qin et al., 2023). Research conducted in China on TQM practices and CSD among manufacturing firms indicated that companies aiming to adopt greener practices, green innovation played an important role in ensuring high business performance. The research revealed that TQM has a significant effects on CSD. The research findings pointed out that TQM promoted organisation sustainability in the business world.

In Jordan, Hussain et al. (2023) investigated TQM performance concerning the quality performance of public hospitals and the relationship between TQM implementation and quality performance. The study showed a correlation of TQM implementation and quality performance, verifying that TQM implementation improves quality performance in health care institutions. Regionally, Girma (2023) investigated the effect of TQM on organizational performance in the ETAB Soap and Detergent Factory in Hawassa, Ethiopia.. The study emphasized TQM's role in achieving competitive advantage through continuous improvement. It concluded that TQM elements like leadership, top management support, employee empowerment, and continuous improvement significantly improve organizational performance.

This edit provides clarity, removes redundancies, and emphasizes the importance of TQM practices across different studies. Let me know if you need further refinements! According to a study by Sadikoglu and Olcay (2014), organizations implementing TQM practices have been associated with manufacturing and productivity performance, innovation performance, quality performance, workers satisfaction, customer satisfaction results, competitive edge, market share financial performance, and comprehensive business performance.

In Kenya, Mwaura (2017) posited that Total Quality Management practices are one of the key management features that have significantly influenced the organization's performance in public and private sectors in the past few years. Kenya has been forced to adapt to the ever-changing business environment and find ways to compete in the ever-growing business world. NRB and other government institutions will have to change their views on adopting TQM practices and how it will benefit them to compete in a world where survival is for the fittest.

Thus, this study will establish how total quality management will impact the performance of the National Registration Bureau department.

1.1.1 Organization Performance

Karuoya & Waithaka (2023), points out that firm performance is an organizational accomplishment, which is the ultimate output measured against the anticipated outcome of an organization. Conversely, Osoro and Njuguna (2023) define organizational performance as an amalgamation of the non-financial and financial measures that refer to the scope of attaining goals or objectives.

Wekesa *et al.* (2023) defined organization performance as the genuine results of the organization as correlated against its intended performance indicators. It can also be characterized as a quantity

of efficiency and effectiveness through which proprietors take advantage of incomes to gratify clients and achieve the organization's goals; thus, it can be seen as the success or achievements of an organization as it had intended.

Abu-Jarad (n.d.) postulates that organizational performance is the firm's capacity to achieve its set goals by utilizing resources effectively and efficiently. According to *The Characteristics of a High-Performance Organization* (2007), when an organization performs, it is characterized by strong financial results, customer and worker satisfaction, creativity and innovation, and efficacy in the performance measurement.

Based on my study, performance can be defined as achieving an organization's goals and objectives through solid leadership, training, and empowerment of employees. Several factors, including human resource policies, leadership styles, and organizational culture, can determine performance. It can be used to measure a particular procedure or project and modify the results to increase the organization's productivity or output.

According to Haddadi and Yaghoobi (2014), performance measurement in organizations is based on the efficiency of balancing both non-financial and financial measures on performance appraisal systems. The performance measurements are used to control and appraise the whole business operations and to evaluate and compare the performance of divergent firms in an industry, departments, individuals, groups of individuals, and plants.

1.1.2 Measures of Performance

Performance may be measured by quality, flexibility, time, and financial performance. The study will adopt performance measures as provided by Ishaq Bhatti and Awan (2014), and NRB being a production organization, its performance will be measured through:

1.1.3 Quality

Quality is crucial to the success of all organizations, as seen from the present-day demands by customers for quality goods and services. Thus, organizations that manufacture quality products at minimal cost will attain a competitive edge over their rivals. Quality is measured at three levels: output, input, and quality process.

1.1.4 Flexibility

Flexibility is defined as the capability of organizations to perform various tasks at any given level of resources, such as machines and labor.

1.1.5 time

Time is an essential element of the performance of the organization's manufacturing function. Manufacturing anchored on time is a significant concern for the manufacturing firms, as this enables them to attain a competitive edge over their rivals.

1.1.6 Financial Performance

Financial measures such as profits, physical values of sales, and the percentage return on assets and equity have traditionally been used to assess the performance of firms.

1.1.7 Total Quality Practices

TQM practices focus on the philosophy of *Kaizen*, which emphasizes continuous improvement in the quality of products, processes, and services. This approach prioritizes aligning with customer tastes and preferences to boost satisfaction and enhance business performance (Sadikoglu & Olcay, 2014). TQM is a management philosophy that integrates all activities aimed at meeting customer and community expectations cost-effectively and efficiently. It leverages employees' collective

skills to pursue continuous improvement (Gunasekaran, 1999) continuously. TQM seeks to advance in cost reduction, reliability, quality innovation, and operational efficiency.

A study by Ahmad *et al.* (2014) on Japan companies shows that TQM is grounded on a whole company approach, quality circles, diagnoses, emphasis on workers' training, national-wide campaigns, and statistical methods. Japanese firms in America and China applied TQM, which was considerably linked to organizational performance, such as customer satisfaction and increased profits.

According to Ngambi and Nkemkiafu (2015) in their study on manufacturing firms, competitive pressures resulting from high interest rates, increases in prices of inputs, high cost of R&D, as well as high expectations from the customers on the quality of goods and services, has led to manufacturing firms continuous pursuit on approaches that will increase on quality and keep on being cost-effective. Product quality is the notch to which the service or good attains the requirements and needs of customers. TQM is a perception centered on kaizen philosophy of constant progress in the performance of procedures in a company and in the quality of the services and goods that are the key outputs of those procedures.

In a study done in Kenya by Nelson Mwaura (2017) about the effects of TQM in KRA, the researcher found that the organization has to instigate TQM to improve its service delivery. To increase competence, KRA has to include TQM philosophies, which contain practical application of leadership, involving education programs that focus on knowledge management, strategic planning, and process management, which will play a significant role in enhancing performance.

1.1.8 Indicators of TQM practices

1.1.8.1 Customer Focus

Shroff (2020) asserts that quality begins and concludes with the customer, emphasizing that the main goal is to determine and recognize the key areas of quality that ensure customer satisfaction through various workplace practices. It is essential to consistently review, identify, and meet the changing needs and expectations of the customer.

1.1.8.2 Training

According to Salihi and Ghasemlounia (2021), for employees to be highly effective, training is of the essence, and the supervisors who are charged with the duty of the introduction of TQM in their various jurisdictions are required to spread and sustain the values of TQM works amongst employees. Training plans are essential to sustain and build a tradition for quality enhancement and to know the meaning of customer satisfaction and the urgencies of the organizational laboratory's ability to provide effectively to the quality development program. Some of the indicators of training are additional skills, creation of awareness, and employee motivation.

1.1.8.3 Leadership

According to Salihi & Ghasemlounia (2021), TQM's principal obligation entails that the employer needs to be directed by the set of goals of the organization. Strategic guidelines that all employees can identify and administer lead subordinates. Leaders should appreciate TQM, believe in and trust in it and its values, and confidently present this statement. Some of the indicators of leadership

will be clear policies and quality, as well as the embrace of TQM practices, vision, and mission statement.

1.1.8.4 Empowerment

Empowerment has continued to gain much relevance in the past few years. TQM rests on the efficacy of the workers in the firm engaging in the practice for improvement. Empowerment is also seen as apportioning the non-executive employees with the authority and power to formulate and execute decisions (Shroff, 2020). Empowerment as an approach enables an employee to think, act, and take action, as well as manage work and make decisions independently. Some empowerment indicators will be open communication, delegation of responsibilities, and encouragement.

1.1.8.5 Continuous Improvement

According to Shroff (2020), the whole organization comprises the fundamentals of TQM, which represents A procedure of methodically separating and defining the root sources of performance insufficiency that prolong the improvement and perfecting of the services, goods and the systems of the firm to produce steady progress towards total quality, and worth to the customer. Continuous improvement should be contemplated as a usual process in any firm to achieve total quality.

1.1.8.6 Quality

According to Salihi and Ghasemlounia (2021), Quality is the maximum performance level stated by ISO 8402 competitive response entailing efficacy, individual characteristics maintenance, and even service- ability.

1.1.9 National Registration Bureau

In 1915, the colonialists ratified the indigenous registration ordinance that came into effect in 1919 and 1920. the registration was used as a mechanism to regulate and manage the enlistment of males of African descent into colonial labor, and it comprised a certificate of registration and the holder's fingerprint. The registration ordinance made it compulsory for all adult males aged sixteen years and above to be registered. Furthermore, it was issued with papers of registration stored in containers of metallic copper appended to a chain generally referred to as kipande. This kipande was later replaced in the year 1947 with an identification booklet which contained the bearer's fingerprint and not his portrait (Atallah, 1947)

In modern law, the registration of persons' order made it compulsory for all males of all descents of the age of sixteen years and above to be registered, and this was later amended in the year 1980 to include both genders, leading to the replacement of the booklet with the first generation, a paper identification card that had refined security features entrenched in it. It included the bearer's fingerprints and portrait. In 1995, the first-generation identity card was replaced by a second-generation card, a laminated paper card that was smaller and had the size of a credit card. The second-generation card contained more basic information, including sex, name, place of birth, A photograph, date and place of issue, an image of the left thumbprint, and a signature of the holder. 2011, it was upgraded from laminated paper to the present plastic card without changing its features. The current generation of identity cards dates back to 1995 when the population was last re-enrolled (Atallah, 1947). NRB, an identity card-producing unit, involves employees working hard to produce cards to satisfy the clients. With this, the employees must be valued and motivated to increase productivity by ensuring that the staff can work effectively. For the organization to achieve this, it has to adopt TQM practices to motivate the employees to deliver quality services

to the public. Secondly, to accomplish its objectives, it has to ensure that the employees are well trained, empowered, and have outstanding leadership to guide and direct them in achieving the goals.

1.2 Statement of the Problem

National Registration Bureau (NRB) is a Kenyan Government agency mandated to Keep records of residents of Kenya who are of the majority age. The Bureau registers Kenyan Citizens, Foreign Nationals residing in Kenya, and Refugees residing in Kenya. In carrying out this mandate, the Bureau faced enormous challenges. The internal challenges include low staff morale, inefficiency, lack of periodic training, and red tape in decision-making. External challenges include inducement to corruption by public members and slow service dispensation.

A study conducted by the National Ethics and Corruption Survey by the Commission (2022) concluded that government agencies tend to be inefficient due to a lack of competitive business processes. Members of staff tend to be lethargic because of tenure security. Decision -making in government is a painstaking venture, given that the different stakeholders need to be consulted.

Due to the considerable proportion of the population seeking services, competition for seemingly limited resources prompts members of the public to procure services. This, coupled with the rising cost of living, the members of staff are not immune to corruption, as shown by the finding of a study conducted by EACC on the status of implementation of the recommendations of assessment into the systems, policies, procedures, and practices of NRB 2023

There is generally slow service dissemination among public members due to limited knowledge of the requirements for a specific service. African Government agencies usually lack a sufficient supply of materials and adequate staff due to competing needs from different agencies.

Unlike other research on this subject, this particular study gives specific instances and reflections on how to manage the nexus between the performance of the employees and the practices of TQM to inform empowerment, training, and leadership strategies. Secondly, research on TQM in Kenya has not been aimed at the nexus and effect of these practices on the performance of workers and the registration of persons in Kenya in general; hence, there is a knowledge gap.

In their study on TQM activities and organizational performance in Jordanian construction chemicals companies, Androwis and Tarhini (2018) argue that TQM activities are positively linked to performance. The findings suggest that TQM is a crucial factor for a company's survival. The study has strengthened the view that the adoption of total quality management by business organizations is the support of their survival and success. Androwis and Tarhini (2018) also discussed the importance of total quality management activities and indicated that executives need to focus on the managerial practices that influence organizational performance. It is because focusing on these qualities will help the organizations in directing their effort toward the organization goal and will facilitate allocation of their limited resources in a manner that will ensure sustainable results through identifying strengths and weaknesses of the organisation, and setting out new strategies that improve the organisation's competitive edge.

Jimoh et al. (2019) has also presented variations in various studies where some studies presented a positive correlation between TQM practices and organizational performance, while others showed that organization performance to have little connection to some TQM activities. This statement finds proof in the work of Otieno (2017) on total quality management; it supports the idea that managerial practices and employee involvement in total quality management tend to improve overall organizational performance (Meta, 2019). A similar study on TQM practices in

the Cooperative Bank of Kenya had concluded that clarity of job objectives, strategic planning, employee involvement, and training were vital to improved efficiency at the bank.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General Objective

To investigate the relationship between the TQM practices and performance of employees in the National Registration Bureau, Nairobi.

1.3.2 Specific Objectives

- i. To study the effects of leadership, as a primary TQM practice on the performance outcomes of employees at the National Registration Bureau in Nairobi.
- ii. To assess the role played by employee empowerment within the TQM organization framework and relate it to the performance levels of employees.
- iii. To analyze the effects of educational training programs, as an integral TQM practice, on the performance and productivity of employees at the National Registration Bureau in Nairobi.
- iv. To explore the effect of continuous improvement practices, as part of TQM, on the performance and efficiency of employees at the National Registration Bureau in Nairobi..

1.4 Research Questions

- i. Will the leadership as a Total Quality practice influence the performance of employees in the National Registration Bureau Nairobi?
- ii. How can empowerment as a Total Quality practice affect employee performance at the National Registration Bureau Nairobi?

- iii. To what extent does education training on employees, as a TQM practice, affect employee performance in the National Registration Bureau, Nairobi?
- iv. How does implementing continuous Improvement as TQM practices influence the performance of employees at the National Registration Bureau in Nairobi?

1.5 Significant of the research

This research is of significant importance to the department, its clients, stakeholders, and the government at large, particularly in the context of implementing total quality management practices, fostering creativity, enhancing competence, promoting commitment, encouraging teamwork, and ensuring effective communication across all departmental levels. The actions proposed will introduce quality measures that align with ISO standards, as the department is ISO-certified. The management is expected to lead and fully realize the potential of all employees within the organization. The outcomes of this study will serve as a foundation for future academic research, helping to identify existing gaps in the literature on total quality practices and employee performance, and thereby offering recommendations for further scholarly investigation.

1.6 Scope of the research

This study explores the impact of Total Quality Management (TQM) practices on employee performance at the National Registration Bureau (NRB) headquarters in Kenya. The TQM practices under scrutiny encompass leadership, employee empowerment, training, and continuous improvement. In this research, TQM practices will be treated as the independent variable, while organizational performance will serve as the dependent variable. The study will be conducted at the NRB, where TQM practices are integral to operational management. The research will focus on a sample of 100 employees from the NRB's production departments.

1.7 Organization of research

The proposal is divided into three chapters. The first chapter includes the study's background, the problem statement, and why it is significant for the proposal. The literature review will be explained in chapter two, which will bring out the theories that will guide the study and the recent previous studies, which will back the recent proposal. Chapter three will explain the methodology which will be adopted in the proposal.

CHAPTER TWO: REVIEW OF LITERATURE

2.1. Introduction

The chapter entails the empirical foundation for this research. In addition, it provides reviews of existing literature, serving as a necessary step for comprehensive research to identify knowledge gaps based on the study's specific objectives.

2.2. Literature Review

This segment comprises the review of theories relevant to the research subject matter. The theories reviewed are Joshua's kaizen theory, Deming's theory, McKinsey framework, Herzberg's Two-Factor Theory, and Learning Organization Theory.

2.2.1 Deming's theory

Deming's theory was primarily advanced by a physicist and statistician, Edwards Deming, between 1900 and 1993, whose theoretical beliefs were based on constant quality advancement and its pursuit (Deming's Theory for Quality Improvement | Testing Change, 2020). His viewpoint included the profound knowledge system comprising four correlated parts: comprehension and appreciation for a system, organization as a system that needs to be comprehended, variation organization must be able to appreciate the authentic sources of variation in services and respond accordingly, and knowledge theory. Redmond et al. (2008) posit that the organization's management must comprehend and make clear the fundamental theory for its deeds, and psychological controlling must acknowledge and understand the motives for the workers' behavior. Deming explained that satisfying customers' desires without discrepancies takes governance, systems thinking, continuity of purpose, and happiness in daily work life. Quality goods and services make people employed, prosperous, and peaceful. Deming stressed engaging the senior

executives who are in a position to rectify the regular hitches in their organization (Millar, 2017). Leaders must be vision carriers, and managers must execute the procedures necessary to remodel the system to increase job satisfaction and quality and minimize waste. Deming further suggests that the management's job is to enhance the system as a whole (Best & Neuhauser, 2005).

Application of this theory is very relevant in that the management at NRB should take into account the ways of Deming's (1993) teachings: the organization needs to be managed, the leaders need to understand the organization so that they can be more effective in their leadership, without clear understanding, there will be no improvements in empowering and training the employees and hence the organization will record poor performance.

2.2.2 Kaizen theory

Kaizen is a word from the people of Japan whose meaning is constant improvement, and it entails both the management and employees in the organization utilizing reasonably minimal expenses. This method originated in the United States of America, and it was later exported to Japan after the Second World War, where it was refined to address the issue of limited resources (Mwenda & Gasper, 2022). Companies that integrated this Kaizen activities approved its ability to minimize waste and increase productivity. Mapunda (2019) postulates that the Kaizen determinants targeted the top executive's assurance and help, education, training, worker cooperation, employee involvement, and emancipation to accelerate productivity and performance.

As a constant improvement procedure, Kaizen incorporates all workers in the organization, both managerial and non-managerial. Kaizens as a strategy entails systems, concepts, and tools within the tenets of leadership and culture of the people, all propelled by the customer. Kaizen has ignited significant interest among scholars because it enhances the company's output and assists in coming

up with high-quality goods and services with little effort. Continuous improvement is one of the critical strategies for top performance in production and is deemed fundamental in today's competitive atmosphere, and it appeals to continuous effort in improvement involving all workers in the firm (Mani *et al.*, 2009).

This theory is relevant. Kaizen's philosophy was a continuous improvement concept that involves leadership, training, and empowerment in the organization. The management and National Registration Bureau have to understand that in order for the organization to continue improving its products and services, it has to empower its employees, train them, and ensure that the leaders are in good relationships with their workers to enhance good working relationships and improve on the organizations' performance (Kaizen Philosophy: Kaizen: The Pathway to TQM Success, 2024).

2.2.3 Mckinsely Framework

This model was developed in 1980 by Tom Peters, Robert Waterman, and Julien Philips, McKinsey consultants, with additional contributions from Richard Pascale and Anthony Gathos. It was a model used to analyze the organization by focusing on seven critical internal essential tools, including strategy, skills, staff, structure, shared values, systems, and style. The objective of the model was to prove how the seven tools work together to achieve the goals and objectives of the organizations. All the seven elements are interconnected, and a change in one element will require a change in the other elements to enable the organization to function efficiently and effectively (Hassan, 2017).

Strategy it's a term which is long-term it helps the organization gain competitive advantage , a good strategy is supported by solid values mission and vision of the organization, structure this

represents the way the organization is formed ,the different divisions, sections and who reports to who and the organization corporation, system includes the processes and procedures within the organization divulges how the decisions are carried out on daily basis within the organizations, skills are the aptitudes of the employees to accomplish the achievements of the organizations goals, staff, is all about the number of employees within the organization, and how they will be motivated ,empowered and trained, style is about the leadership style of the organization, how the top management manage relate and communicate with their employees and shared values this involves the values and the norms of the organization and the standards that guide the behavior of the employees at the organization (Odeh, 2021). This theory is very relevant to this study since the McKinsley model explains how the 7 s can be aligned to improve the organization's performance. National Registration Bureau should understand and implement the McKinsley model to guide them in improving performance through leadership and empowering and training its employees (Cox et al., 2019).

2.2.4 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory explains employee motivation and job satisfaction by separating two types of factors: motivators and hygiene factors. Motivators are elements that can significantly increase job satisfaction, thereby motivating employees at work. Among the variables are recognition, achievement, the nature of the work, responsibility given, room for promotion, and promotion itself. Intrinsic to the work environment, they directly influence intent and state of flow, or how much the employee feels 'this is the job for me' (Study Smarter, 2023). For example, in situations where the employees are assigned to perform challenging tasks whereby they can put their skills to work and receive some recognition on the job, then the employee is likely to be satisfied and therefore, motivated in his work, improving his performance.

On the other hand, hygiene factors are extrinsic, which refer to those factors that may exist within the work environment and working conditions. Some variables within this category are organizational policies and procedures at the workplace, managerial oversight, wages paid to employees, employee interactions, and the job environment. Although it cannot be said that these factors directly stimulate people, the lack or insufficiency of motivation influences dissatisfaction. For instance, some causes may include poor supervision, low wages paid to employees, and unfavorable working conditions, which may make the workers feel that they are not valued, and as such, they will quit the organization, thus resulting in high turnover rates and low productivity. Furthermore, this theory also supports the idea that whereas the deterioration of hygiene factors causes dissatisfaction, satisfaction and better performance occur only with increased motivators (Herzberg, 1968, as cited in Nickerson, 2023). This two-faced strategy implies that to meet the basic levels of expectation, the NRB and other such organizations must ensure that the hygiene factor of employees is well attended to; at the same time, the other side of the theory must be carefully pursued to foster motivators which will help to gain a better level of performance from the side of the employee.

Concerning Herzberg's theory, it can be found that to address the needs of the NRB, increasing motivation by empowering the employees, recognizing their efforts, and providing opportunities to enhance their skill sets is something that can help the organization to a great extent introduce changes in the organization and turn, facilitate better performance. Simultaneously, ensuring satisfactory hygiene factors can prevent dissatisfaction and create a more conducive working environment.

2.2.5 Learning Organization Theory

In "The Fifth Discipline," Peter Senge introduced the Learning Organization Theory, which focuses on the ability of the organization to invest in learning and growth. In the case of Senge, he said that organizations that support the learning of their members are better prepared in the process of transformation due to changes in environments.

This entails gaining a systemic perspective of the organization and perceiving relations between the parts. Systems thinking means focusing on the connections, context, pattern, and pace instead of events. In the case of the NRB, adopting systems thinking entails understanding the relationship between the departments and other processes that affect system performance for enhanced decision-making. Personal mastery is a deliberate effort to refine an individual's vision and focus energy to achieve the vision while objectively observing facts (The Learning Organization Theory – Google Search, 2021). Another area of emphasis for the NRB was to follow the idea of personal mastery, which means that people should engage in constant learning. This may be done through training sessions, workshops, and promotion to garnish a pool of professional and motivated employees. Mental models, therefore, refer to subconscious beliefs or assumptions that individuals hold as they work, play, or make decisions in their daily lives. Senge stresses the need to challenge and transform these mental models so that people can be more receptive and in tune with the organization's vision. At the NRB, training that overcomes entrenched mindsets that create barriers to change becomes ways of thinking that break up resistance to change.

Sharing of vision is the common understanding of what needs to be attained, thereby creating focus and enthusiasm for learning, which is crucial. The alignment of individual goals is fundamental in attaining overall organizational goals and objectives. The development of a shared vision about this particular organization implies the active participation of its personnel at all levels in

formulating organizational objectives and strategies as embraced by the NRB. This fosters shared goals, can engage employees, and fosters the feeling of belonging to the organization and being responsible for its success (Tools Here, 2018). Team learning is defined as the process of building the capabilities of team members and institutionalizing learning in teams to achieve the results that they prefer. This is rooted in the two models: personal mastery and sharing the vision to develop organizational innovation and problem-solving solutions. Learning in the NRB is a collective process that requires organizing the work environment within the company to enhance the sharing of ideas, conclusion drawing, and problem-solving among the employees.

For the NRB, learning organization culture would entail leadership support in terms of training and celebrating learning, people support in terms of encouraging information sharing, and learning support in ensuring employees are encouraged to learn from one another. This approach can ultimately result in an innovative, flexible organization that acquires topmost performance; hence, the objectives of TQM are aimed at improving employee performance through continuous improvement, leadership, and empowerment.

2.3 Empirical literature

2.3.1 Effect of Leadership Practices on firm performance

The impact of transformative leadership on employee performance and organizational commitment was examined by Almaududi Ausat et al. (2022), who concentrated on the necessity for companies to adjust to a more competitive landscape. Given that leadership style is a critical component of organizational performance, the study underscored the significance of leadership in the development of people and resources. It was discovered that small and medium-sized

businesses (SMEs) may find transformational leadership particularly helpful in navigating a changing and frequently disruptive business environment. An online survey was employed to gather data from employees in the food and beverage industry in Karawang Regency, Indonesia, utilizing quantitative methodologies such as Partial Least Squares (PLS) and Structural Equation Modeling (SEM). The results revealed that transformational leadership has a positive effect on both organizational commitment and employee performance, although organizational commitment was not found to significantly mediate the relationship between transformational leadership and job performance. The study underscored the critical role of equitable employee compensation during the Covid-19 pandemic.

Alnuaimi and Yaakub (2020) studied the effects of leadership on TQM and organizational performance in the UAE Ministry of Interior. They identified that leadership plays a key role in the attainment of TQM by creating a typically safe and conducive culture. When such values are engrained in the culture of a team, department, or organization, the employees get a better grasp of management's commitment to TQM. Quality-oriented leadership seeks continuous improvement in the culture of an organization, creating empowerment opportunities for employees, and fostering partnership that aligns with the goals and objectives of the mentioned organization.

In a survey published by Kanji et al. (2023), strategic leadership is said to influence both financial and non-financial performance of companies. Strategic leaders were seen to foster success via their attributes, their decision-making capabilities, and their potential to cultivate beneficial relationships. They play a pivotal role, notably, in financial institutions like microfinance organizations and banks which support economic development. Under the basic tenets of contingency theory, the study was conducted using a sample of 305 respondents drawn from

financial institutions in Kenya and aimed to explore the qualities strategic leaders possess vis-a-vis their contribution to their institutions' performance. The study's descriptive and inferential results showed that those considered strategic leaders in the financial institutions of Kenya had excellent interpersonal skills, were innovative and creative, and had the military ability of making strategic decisions that positioned the institutions competitively. These positive effects thus find strategic leadership quite impactful on financial performance institutions in Kenya. Therefore, efforts to foster strategic leadership development in financial institutions ought, thus, to be given weight in meeting the imperatives of economic development in economies like Kenya.

Odero, J. A. (2023) executed extensive studies on the effects of transactional leadership on the execution of strategic objectives in private sugar manufacturing enterprises, with a particular consideration of the possible moderating role of organizational culture. The research used descriptive and correlational research methods by distributing a structured questionnaire to some 144 respondents from private sugar companies in western Kenya. Both descriptive and inferential statistical techniques were used. The study showed a strong positive relationship between transactional leadership and the successful implementation of strategic initiatives; however, organizational culture was shown not to moderate this relationship. This study recommends that managers in the private sugar sector facilitate transactional leadership techniques based on rewarding people for the successful completion of established goals, clearly stating performance expectations, and addressing obstacles as they arise; these approaches are likely to enhance rates of success regarding strategic plan implementation. This research adds to our knowledge by clarifying the commitment of transactional leadership in strategic plans accomplishment while at the same time searches the little or no significance influences which organizational culture has as a moderator.

Oriaku and Oriaku (2011) studied TQM's (Total Quality Management) impact on leadership in Nigeria, with numerous strategies to tackle the influences of bad leadership that in many instances have characterized various African nations, including Nigeria. The study emphasized fundamental issues such as cultural barriers, malformation in leadership skills, deficient operational management, and absence of competitive business practices. In addition, the study explained key TQM elements, such as management commitment, leadership effectiveness, employee involvement, public feedback, and continuous improvement. The study also looked into how TQM influences leadership practices to nurture an enduring organizational program. It identified an effective leader as one who drives success, helps people during times of change and uncertainty, and inspires trust to maximize productivity. Based on its findings, the study recommended the adoption of TQM in leadership and enhancing operational management practices to improve governance and organizational performance in Nigeria.

2.3.2 The Effect of Empowerment on Job Performance

Kagucia et al. (2020) noted that employee empowerment has gained significant attention recently due to concerns about employee performance. Research on performance in educational institutions revealed that employee performance has been unsatisfactory. Additionally, employee turnover has increased, making it difficult for organizations to attract, retain, and recruit talented staff. While organizations recognize the importance of empowering their workforce and have incorporated this idea into their policies, they often implement only a few aspects of empowerment or do so minimally. Using theoretical frameworks like Kanter's Structural Organizational Empowerment Theory, Social Structural Empowerment Theory, Job Characteristics Theory, and the Socio-Technical Approach, the study looked at how employee empowerment affected job performance at Kenya's National Polytechnics. Four main dimensions—structural, relational, psychological,

and team-based empowerment—were used to analyze employee empowerment. The dependent variable was the work performance, and the moderating variable was the job characteristics. The study involved a population of 2,993 employees from 10 National Polytechnics in Kenya. While selecting the sample size of 337, a descriptive research design with an asymmetrical stratified selection was applied to ensure adequate representation of various strata. Pretested and verified questionnaires were used to gather data, guaranteeing accuracy and dependability. Regression analysis was one of the descriptive and inferential statistical techniques used to assess the connection between job performance and employee empowerment. The findings present useful implications for increasing employee productivity in educational institutions by revealing the different ways through which empowerment dimensions influence performance outcomes.

The findings suggested that all four dimensions of empowerment—relational, team, structural, and psychological—had a positive impact on job performance, with relational empowerment having the strongest effect. Job characteristics also moderated the relationship between empowerment and performance. The study provides insights for further research and practical guidance, suggesting that managers develop empowerment programs by focusing on all dimensions to boost job performance. It recommends employers and policymakers prioritize these empowerment elements and job characteristics to optimize employee performance. Findings are valuable for staff, policymakers, Polytechnic management, and the public.

Kang et al. (2021) conducted a study on teacher empowerment, exploring both external and internal organizational factors that influence frontline empowerment. While the importance of empowering frontline workers as a catalyst for managerial change is widely recognized, there is limited research on the conditions that effectively promote it. Kang et al. (2021) argued that empowerment is closely associated with critical organizational attributes. To investigate this, they

examined six dimensions of empowerment: professional development, decision-making, self-efficacy, supportive culture, autonomy, and performance feedback. A survey conducted among public-school teachers in North Carolina highlighted the pivotal role of adaptive leadership in fostering employee empowerment. Additionally, organizational factors such as type, size, structure, and historical performance were found to significantly influence empowerment levels.

According to Masood et al. (2016), in their study on workers' empowerment in TQM activities in Saudi Airlines, it was found that the relationship between an executive and his team of workers helped increase customer work efficacy and satisfaction. Empowering staff was deemed crucial and fruitful to a firm since empowerment enables the staff to make enlightened decisions that have a positive bearing on the organization's performance in their field of research. Fernandez (2013) further researched employee empowerment, Performance, employee attitudes, and Performance and concluded that the empowerment of workers could be instrumental in enhancing job satisfaction, organizational involvement, performance, and innovation. Empowerment was therefore deemed to have an absolute effect on performance and indirect influence through satisfaction with work and innovation, two critical channels in which empowerment activities impact behavioral outcomes.

According to Das et al. (2011), companies with high leadership capacities can implement the nine principles of TQM efficiently and manufacture high-quality goods. This research found that the correlation between the application of TQM practices constructs, the resulting construct, and the product quality are not similar in the divergent leadership capacities. High leadership in the quality of a product is demonstrated by such competencies as focus on customers, constant improvement, workers' engagement, and supplier quality controls. On the other hand, the predictors of the quality of goods and services in a firm characterized by low leadership capacities are focus on the customer

and innovation on goods and services. These conclusions were derived from 265 companies from the manufacturing industry in Thailand that are ISO 9000 certified to observe the reliability and validity of the construct of leadership capacities.

Taylor (2003) found that relatively few studies have explored the role and influence of executives in the success of Total Quality Management (TQM) initiatives. Most evaluations of TQM programs have relied on ad hoc surveys rather than long-term research methods. Taylor's findings highlight that senior executive involvement and a strong customer focus are key factors driving the success of TQM. These insights have important implications for strategic management, leadership, and training within TQM-focused organizations.

Hanaysha (2016), in his study, focused on the impact of Teamwork, worker empowerment, and training on the commitment of Malaysian higher education and found that the three significantly influence the commitment by an organization. Hanaysha emphasizes that employee empowerment is a motivating practice designed to improve performance by increasing opportunities for engagement and participation in decision-making processes. It focuses on building trust, fostering enthusiasm, encouraging involvement in decision-making, and bridging the gap between top executives and employees. These insights are expected to provide valuable recommendations for higher education administration, aiming to boost organizational engagement and commitment among staff. The study highlights the importance of prioritizing employee training, empowerment, and Teamwork to achieve these goals.

Mwikali and Bett (2019) studied TQM practices and service delivery at Nairobi hospital and proposed that workers' empowerment can be increased by capacity growth, application of technology to increase efficacy, fostering of career development initiatives, and partaking in decision-making. These findings were in tandem with those of Kumar and Kumar (2017) who

posited that empowerment of workers tends to give workers a certain level of freedom and accountability for partaking in decisions regarding their organizational goals.

Ukil (2016) posits that organizations face uncertainties in enhancing their productivity and performance in the current shifting and competitive business environment. Workers' empowerment is regarded as a helpful tool that increases the performance of an organization, the quality of service, and workers' satisfaction.

2.3.3 The Impact of Educational Training on Organizational Performance

A study by Adula, Kant, and Birbirsa (2023) on the impact of organizational Performance in Ethiopia's textile industry revealed that global competition is closely tied to employees and their attitudes toward work, primarily influenced by how often companies provide training. With technological advancements, it is crucial to assess and improve employees' mindsets through training that incorporates these advancements. Training methods vary between organizations, including both on-the-job and off-the-job training, and play a key role in shaping employees' attitudes toward their work. The researchers used MAXQDA 2020 software to analyze data, combining qualitative and quantitative methods. A single case analysis helped identify key subjects, followed by broader content analysis through coding. The PRISMA method was used for screening and identifying relevant data, while a coded frequency matrix illustrated the role of training in the study. The organized evaluation of interview responses showed that most employees view training as essential for skill development and fostering a positive work attitude, ultimately enhancing organizational performance in the textile industry. The study, grounded in a positivist approach, provides objective insights that could inform policy decisions.

Gambo (2015) suggests that training and development of workers is critical in accomplishing success and growth in the organization or corporation. Initiatives in development and training enhance the performance, abilities of workers at their workstations, and knowledge to overcome any uncertainties of modern times; thus, they are a resourceful tool for maintaining and increasing the productivity of staff in the organization. Training and development, therefore, are facilitators to acquiring sufficient knowledge and know-how, which helps to address the issue of productivity going below the planned standards even when there is determination, in addition to the availability of necessary tools and managerial commitment and support.

Nelson Mwaura (2017), in his study on the effect of total quality management on the performance of the Kenya Revenue Authority, posits that the reorganizations, modernization, and modifications in the KRA quality system have been crucial in streamlining the collection of taxes in Kenya. This has been bolstered by minimizing the time taken for clearance and TQM policies that impacted the operational efficacy, leading to encouraging paybacks caused by good management in KRA. The author further states that the training and development of workers have increased their knowledge, competencies, and proficiency capacity. Premalatha (2010), on the other hand, postulates that training is vital in developing an able group of entrepreneurs that can prosper, survive, and participate in both local and international economies.

2.3.4 The effect of continuous Improvement on Organizational Performance

Nganga and Nyaga (2022) examined the impact of continuous improvement practices on organizational performance, with a particular focus on Nairobi Bottlers Limited, a leading manufacturing company in Kenya. The study evaluated how evidence-based decision-making, customer-focused strategies, process-driven operations, and employee involvement impact the performance of a company. The research, conducted over a six-month period from April to October

2022, involved 190 employees from different departments. Data was collected through both qualitative and quantitative questionnaires following a descriptive research design and was analyzed using SPSS software. This reinforced a link between the four continuous improvement practices (data-driven decisions, customer focus, streamlined processes, and active employee engagement) and the company's performance. Altogether, these factors yielded a joint contribution of nearly 66.4% towards the company's total performance, indicating that continuous improvement practices are an essential aspect of a manufacturing organization's capability, allowing value bestowal on customers while putting the organization in line with optimizing safety, performance, and quality of its employees.

Though the study suggested areas needing further research for exploring the 33.6% of unexplained variance in organizational performance, it addresses an important gap in knowledge concerning improvement strategies in large manufacturing firms in Kenya and provides insights into how such strategies can yield results, profitability, efficiency, and corporate image. The results also provide Nairobi Bottlers Limited management with recommendations on how to effectively implement continuous improvement programs. This study is a beacon to other manufacturing firms in Kenya as they seek to enhance their operations and address inefficiencies. This is a valuable contribution to the existing body of literature on continuous improvement as it fills a research gap in the field. It sets the stage for further research exploring the link between improvement practices and performance in the manufacturing sector. Continuous improvement provides the basis for a cyclic process of assumption-checking; tweaking-and-creating quality and improvements through constant process evaluation and improvement. This study primarily aimed to examine the relationship between organizational efficiency and business process improvement strategies. The exploratory and descriptive survey design focused on branch managers of 39 commercial banks,

and data collection was carried out by a pretested questionnaire to ensure their validity and reliability. Response rates received a 100% rate. All 39 surveys were completed and analyzed using SPSS software to establish the link between the banks' efficiency and improvement practices.

The findings revealed a strong positive correlation between organizational effectiveness and continuous improvement strategies. Key factors such as customer focus, employee participation, quality enhancement, leadership, and evidence-based decision-making emerged as critical drivers of improved performance in the commercial banking sector.

These strategies significantly correlated with organizational efficiency at the 95% confidence level ($p < 0.05$), indicating their substantial impact. When examining the individual continuous improvement practices, it was found that while leadership and employee engagement had a weaker link to efficiency, customer focus, quality improvement, and a fact-based decision-making approach showed a more substantial, positive correlation.

The study also highlighted varying levels of implementation across these practices, with customer focus, evidence-based decision-making, and quality improvement being widely adopted, while employee engagement had a moderate level of implementation, and leadership showed the least adoption. The study recommends that banks emphasize enhancing employee engagement and leadership practices.

2.4 Research gap

Table 2.1: Literature Review and Research Gaps summary

Researcher	Study focus	Main findings	Research gaps identified	Current study focus
Almaududi Ausat, et al. (2022)	This study explores the impact of transformational leadership on organizational commitment and employee performance. The findings reveal a strong positive link, highlighting transformational leadership as a key driver of employee engagement, commitment, and improved work outcomes.	Transformational leadership significantly impacts work performance and organization commitment.	focused on the influence of transformational leadership on work performance and organization commitment, while my study focused on how top leadership commitment to TQM practices can affect the performance of employees at NRB.	This study investigates whether top NRB leadership will implement TQM practices at the National Registration Bureau.
Alunuaimi & yaakub (2020)	This study examines how leadership practices influence Total Quality Management (TQM) and organizational performance within the UAE Interior Ministry. The findings demonstrate that effective leadership plays a critical role in enhancing TQM implementation and improving overall	The study highlighted that leadership practices are crucial to the success of TQM, shaping the organizational culture needed for its effective implementation and improved performance.	The study examined the impact of leadership practices on TQM and organizational performance in the UAE Interior Ministry, while my research focuses on how top leadership's commitment to TQM influences employee performance at NRB.	This study investigates whether leadership is committed to implementing TQM practices at the National Registration Bureau.

	organizational performance.			
Adula, M., Kant, S., & Birbirsa, Z. A. (2023).	On the effect on organizational performance in the Ethiopian textile industry.	The study established that most employees considered training as the initial point of developing skills and an extension of developing a positive work attitude, which enhances the organization's performance in the textile industry.	The study focused on training employees in the textile industry in Ethiopia, and my study focused on training employees working for NRB.	This study investigates the effect of training and development on employees as TQM practices at the National Registration Bureau.
Das et al,(2011)	The study focused on how companies with high leadership capacities can implement the nine principals of TQM efficacy and manufacture high-quality goods in Thailand.	The study found a correlation between implementing TQM findings and high leadership-demonstrated competencies such as customer focus, constant improvement, and worker engagement. On the other hand, the predictors of quality of goods and services are characterized by low leadership capacities focused on the customer and innovation on goods and services.	The study focused on how companies with high leadership capacities can implement the nine principals of TQM efficacy and manufacture high-quality goods in Thailand, while my study focuses on how top leadership commitment to TQM practices can affect the performance of employees at NRB.	This study investigates whether top NRB leadership will implement TQM practices at the National Registration Bureau.
Hanaysha, (2016)	The Impact of Teamwork, worker empowerment, and training on the commitment	These findings provide valuable recommendations for higher education administration to	The study focused on empowering the workers and improving performance by	This study investigates whether employee empowerment affects

	of the Malaysian higher education	improve employee commitment and engagement through targeted training, empowerment, and teamwork initiatives.	increasing the chances of engagement and partaking in decision-making, while my study focused on empowering NRB employees.	employees as a part of TQM practices at the National Registration Bureau.
Kanji et al, (2023)	To investigate the characteristics of strategic leaders in financial institutions in Kenya and the role of strategic leadership in enhancing the performance of these organizations.	The study showed that strategic leadership significantly and positively impacts the performance of institutions in Kenya.	The study examined how strategic leadership affects the performance of financial institutions in Kenya, while my research focuses on how leadership commitment to Total Quality Management (TQM) practices impacts employee performance at NRB.	This study investigates whether top NRB leadership will implement TQM practices at the National Registration Bureau.
Kagucia, c. et al (2020)	The study investigated how job performance can be influenced by employee empowerment in National Polytechnics in Kenya.	The study found that all aspects of empowerment influence job performance. When psychological, structural, relational, and team empowerment are managed, job characteristics also impact job performance. Both job characteristics and employee empowerment are	The study explored the impact of employee empowerment on job performance in National Polytechnics in Kenya, whereas my research examines how top leadership's commitment to TQM practices influences employee performance at NRB.	This study investigates whether employee empowerment affects employees as a part of TQM practices at the National Registration Bureau.

		predictors of job performance.		
Kang et al (2021)	on Empowering the frontline: external and internal organizational experiences of teacher empowerment though frontline empowerment in North Carolina	The study investigated the empowerment of all public-school teachers in North Carolina to show the remarkable importance of responsive leadership for nurturing empowerment in northern Carolina.	The study focused on Empowering the frontline: external and internal organizational experiences of teacher empowerment though frontline empowerment in North Carolina, while my study focuses on empowering NRB employees.	This study investigates whether employee empowerment affects employees as a part of TQM practices at the National Registration Bureau.
Masood et al, (2016)	Employee empowerment in TQM practice in Saudi airlines	Empowering staff was deemed to be crucial and fruitful to a firm as it makes the staff able to make enlightened decisions that have a positive bearing on the organization's performance in their field of research	The study focused on the use of employee empowerment on employees of Saudi airlines, while my study focused on empowering NRB employees.	This study investigates whether employee empowerment affects employees as a part of TQM practices at the National Registration Bureau.
ODERO, J. A. (2023)	To determine the influence of transactional leadership style on strategic plan execution as arbitrated by the organization's culture in private sugar manufacturing firms.	The study showed a positive and substantial relationship between strategic plan and transactional leadership implementation	The study focused on the influence of transactional leadership on strategic plan execution, while my study focuses on how top leadership commitment to TQM practices	this study seeks to investigate if top leadership at NRB will implement TQM practices at the National Registration Bureau

			can affect the performance of employees at NRB	
Oriaku and Oriaku, (2011)	Effect of TQM on leadership in private sugar manufacturing firms in Nigeria.	The study encouraged using TQM in leadership and reforming operational administration in Nigeria.	Effect of TQM on leadership in private sugar manufacturing firms in Nigeria. My study focuses on how top leadership commitment to TQM practices can affect the performance of employees at NRB.	This study investigates whether leadership is committed to implementing TQM practices at the National Registration Bureau.
Nganga & Nyaga (2022)	Investigating the association between continuous improvement practices and the Performance of <i>Nairobi Bottlers Limited</i>	The findings show a significant relationship between four key factors—evidence-based decision-making, customer focus, process approach, and employee engagement—and organizational success. Together, these factors explain 66.4% of Nairobi Bottlers Limited's performance.	The study identifies a research gap concerning the remaining 33.6% of organizational performance not accounted for by the identified variables. Further investigation is needed to understand other factors contributing to organizational success that were not captured in this study.	This study investigates the effect of continuous improvement on employees as TQM practices at the National Registration Bureau.
Otieno (2016)	The study investigated the correlation between efficiency and continuous improvement strategies in	The study's key findings suggest that continuous improvement strategies, particularly those focusing on customer orientation, data-	There are evident research gaps regarding the relatively weaker correlation of leadership and employee engagement with organizational	This study investigates the effect of continuous improvement on employees as TQM practices at the National

	commercial banks, targeting branch managers as its primary audience.	driven decision-making, and quality enhancement, significantly contribute to the organizational efficiency of commercial banks.	effectiveness and the need for further exploration into enhancing these areas within the banking sector.	Registration Bureau.	2.5
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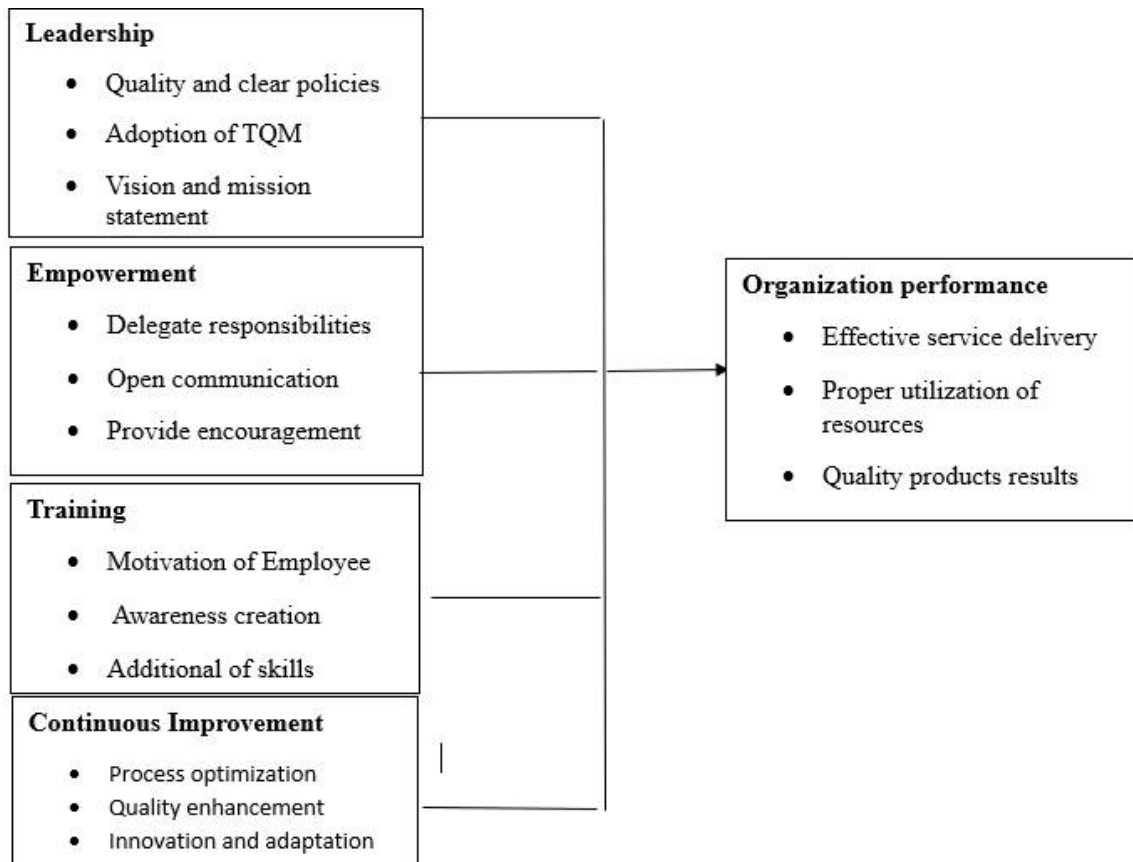
Conceptual Framework

In this framework, TQM Practices that include leadership, empowerment, and training have been conceptualized as independent variables. Organization performance is the dependent variable and will be analyzed by effective service delivery, efficient use of resources, and effective delivery of services.

Figure 2.1 Conceptual Framework

Independent Variables

Dependent Variable



(Sarah, 2024)

The conceptual framework explains the interrelation of independent variables-Leadership, Empowerment, Training, and Continuous Improvement-and Employee Performance in the form of a dependent variable, which is based on some independent variables comprising certain aspects related to improving Employee Performance at the National Registration Bureau in Nairobi.

Leadership is where policies regarding quality are set up and made clear. These include principles of Total Quality Management (TQM) and a strong vision and mission statement. Effective leadership is characterized by well-defined policies which guide decision-making and conduct by employees to make sure consistency and fairness are inherent. Leaders who follow the essence of TQM are concerned with continuous quality improvement throughout the organization, with an

emphasis on customer satisfaction and the involvement of all employees. The vision and mission statements in communication will set forth goals, purposes, and proper alignment between employee efforts and the goals of the organization. This will strengthen organizational unity and commitment.

Empowerment means delegation, bringing open communication, and encouragement of staff. It means allowing employees to make their own decisions and hold themselves accountable for their work, enhancing job satisfaction and nurturing a sense of ownership. Building trust and collaboration in the organization necessitates establishing one avenue of open and transparent communication between supervisors and employees. Recognition and encouragement for employee efforts will lead to enhanced morale and motivation, allowing the employees to feel valued and supported. This encourages greater employee engagement, thus improving performance.

Training is an important way of motivating employees, raising their awareness, and equipping them with the required skills. The motivation aspect of training has a multiplier effect, even increasing employee commitment and performance. Raising awareness ensures that employees know what is new in technology, know-how, and the organization; this is significant for ensuring they work for the organization towards success. Offering skills development opportunities equips employees with better tools for doing their jobs. Continuous enhancement of skills enables employees to adjust to changing job requirements and stay competitive.

Continuous improvement can be defined as the development of process efficiencies, product quality, inspiration, and adaptability. The focus of continuous improvement comprises making the organization's processes more effective and efficient with increased productivity and minimum waste, hence helping in the better utilization of resources and a boost to employee productivity.

Continuous improvement constantly enhances the quality of the products and services that an organization renders to its clients, thus ensuring that the expectations of customers are not merely met but also exceeded. It also builds a positive image of the organization and fosters pride amongst the employees in their work. It encourages an innovative and adaptable organization that would compete well in the markets by responding to market changes and technological changes, thus motivating the employees to apply more effort and innovation in their jobs.

The working of the organization is dependent fundamentally on the leadership, empowerment, proper training, and continuous improvement variables, all pointing toward employee performance. An effective leading figure provides direction and a sense of purpose. Such leadership in turn empowers an employee with a feeling of ownership, responsibility, and commitment. The most effective training enables all employees to become capable of the appropriate skills and knowledge necessary for the job, whereas a continuous improvement process incorporates and assures continual upgrading towards both quality and process. These factors lead into employee performance: increased productivity, high work quality, satisfaction on the part of the employee, and the success of an organization. National Registration Bureau is therefore in a position to promote an environment of excellence, where continuous improvement can be nurtured by focusing on these areas.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that will be used to accomplish the aims of this research. Among the aspects discussed will be the research design, target population, sample size, sampling frame, and method of selecting the partakers of the research. The chapter will also discuss the instruments for data collection, the pilot study method, and data analysis methods employed .

3.2 Research design

The research plan is to use descriptive survey design. The aim of this survey research is, therefore, to observe and portray a particular situation. Descriptive research deals with the study of particular conditions and is often utilized in such areas as epidemiology, nutrition, education, and behavioral sciences (Kah & Murithi, 2023). This approach is valuable because it allows for identifying issues and improving practices through careful analysis, observation, and detailed description. Surveys, including questionnaires, telephone surveys, normative surveys, and personal interviews, are the most frequently used methods in descriptive research.

3.3 Target Population

The population of the study will be the employees working at NRB headquarters production department. The target number of employees will be all the employees, including employees at the technical level of the department production department, which has two sections: production of Security documents (PSD), which deals with the production of aliens and refugees identity cards, and primary production dealing with the production of Kenyan identity cards.

3.4 Sampling Frame and Sample Size

Lachin (2014) states that a census is particularly beneficial for small populations, such as those with 200 individuals or fewer. It removes sampling errors and gathers information about every person in the population. Therefore, since this study aims to include all technical officers at the NRB headquarters, a census is the appropriate method.

3.5 Data Collection Instrument

The data will be collected using a questionnaire designed for the selected participants in the study. A questionnaire is chosen because it allows for efficient information collection from a diverse group of respondents across various departments at the NRB headquarters. It is a time-efficient method that facilitates clear and straightforward responses while maintaining privacy, as respondents will not be required to provide their names. The questionnaire will consist of closed-ended questions, ensuring focused and consistent data collection.

3.6 Data Collection Procedure

Prior to commencing the study, the researcher will seek approval from both Kenyatta University and NACOSTI. Data will be gathered through a structured questionnaire specifically crafted to align with the research objectives. The questionnaires will be distributed using a drop-off and pick-up method. Employees at the NRB headquarters will serve as the respondents, with a three-week timeframe allotted for completing the questionnaires. Upon the conclusion of this period, the completed questionnaires will be retrieved for subsequent analysis.

3.7 Data Processing and Analysis

Data processing and analysis will be descriptive statistics and linear regression using SPSS software to describe the central tendencies of mode, mean, percentages, frequencies, and standard

deviation, and the data will be represented in tables and charts. The collected data will be able to determine the influence of TQM practices and the performance of employees at NRB; data collected will be expressed by linear regression.

3.7.1 Regression model

Hence, the model for the study will be: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Where:

Y –Organizational performance

β_0 - constant-coefficient

X_1 –Leadership

X_2 –Empowerment

X_3 –Training

X_4 – Continuous Improvement

ε is a random error term.

3.8 Ethical Consideration

These principles will consist of respect and protection, informed consent, anonymity of the participants and deception or exaggeration about the study's objectives, and open and honest communication. A cover letter of introduction will be obtained from Kenyatta University School of Business, enabling the researcher to collect data.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER

Sarah njoroge

P.O BOX 57007-00200

Nairobi.

Dear Sir/Madam

Dear Respondent,

I am a student at Kenyatta University. In partial fulfillment of the requirements for the award of degree of master in business administration (strategic Option), I am currently carrying out a study entitled **Total Quality Management Practices and Performance of Employees of National Registration Bureau Nairobi Kenya.**

This questionnaire gives you a chance to express your views on the research topic. The information you give will be treated with utmost confidentiality and will be used for the purposes of this research study only. You are therefore NOT required to write your name on this questionnaire. Your cooperation will be highly appreciated.

Thank you

Yours faithfully

Sarah Njoroge

Researcher/student

APPENDIX II: STAFF QUESTIONER

This questioner is designed to collect data from staff working at NRB that will help the research about Total Quality Management and Performance of National Registration Bureau TQM is a type of management which involves continuous improvements of all system, goods and services, processes in which all stake holders are involved. be honest in giving your responses and confidentiality will be assured.

PART A: BACKGROUND INFORMATION

1. Sex

a) Male

b) Female

2. Age bracket

a) 22-30

b) 31-40

c) 41-49

d) 50 years and above

3. Highest level of education

a) Masters

b) Bachelors

c) Diploma

PART B: Leadership

(1) To what extent has your organizations' leadership shown commitment as a TQM practice? (Please tick appropriately)

Indicate the extent to which you agree or disagree with each statement by ticking on the appropriate column, using the scale below.

SA- (Strongly agree), **A-**(agree), **SD-** (strongly disagree), **A-**(agree)

Question no	Questions	SA	A	SD	D
1	Has the Top management set clear and quality policies to guide the employees in the organization?				
2	Has the management adopted total quality practices in the daily activities?				
3	Is the vision and the mission of the organization in line with the goals of the organization?				

(II) To what extent has your organization implemented employee empowerment as a TQM practice.

Indicate the extent to which you agree or disagree with each statement by ticking on the appropriate column, using the scale below.

SA- (Strongly agree), **A-**(agree), **SD-** (strongly disagree), **A-**(agree)

Question no	Questions	SA	A	SD	D
1	The supervisor delegates responsibilities to the employees for more responsibilities.				
2	There is an open communication between the supervisor and the employees.				
3	The top management encourages employees by providing better working conditions.				

(III) To which extent has your organization implemented training and development as a TQM practice.

Indicate the extent to which you agree or disagree with each statement by ticking on the appropriate column, using the scale below.

SA- (Strongly agree), **A-**(agree), **SD-** (strongly disagree), **D-**(agree)

Question No	Questions	SA	A	SD	D
1	The department has implemented training as a way of motivating employees.				
2	The department conducts awareness training for all management levels at the organization.				
3	The organization has implementation of training to enhance skills of the employees.				

IV) To what extent has the organization performance improved after implementation of TQM practices?

statement	Very great	great	moderate	little	Not at all
Effective service delivery					
Proper utilization of resources					
Quality product results					

(V) To what extent has your organization implemented continuous improvement as a TQM practice?

Indicate the extent to which you agree or disagree with each statement by ticking on the appropriate column, using the scale below.

SA- (Strongly agree), **A-**(agree), **SD-** (strongly disagree), **A-**(agree)

Question No	Questions	SA	A	SD	D
1	The organization has optimized its processes to improve efficiency.				
2	The organization continuously enhances the quality of its services and products				
3	The organization fosters innovation and adaptation to changing environments.				

Thank you for your support.

APPENDIX III

PROPOSED BUDGET AND DEPARTMENTAL DEFENSE			
ITEM	QUANTITY	UNIT COST (Ksh)	Total Cost (Ksh)
printing	1 Copy (70 pages)	10	700
Photocopying	6 copies (420 pages)	5	2100
Binding	7 copies	80	560
Internet Service	14 months	3000	42,000
SUBTOTAL			
FACULTY DEFENSE			
Printing	1 Copy (80 pages)	10	800
Photocopying	5 copies (400 pages)	5	2000
Binding	6 copies	80	480
Airtime for Consultation with supervisors			3500
SUB TOTAL			
SUBMISSION TO POSTGRADUATE			
printing	1 Copy (80 pages)	10	800
Photocopying	5 copies (400 pages)	5	2000
Binding	6 copies	80	480
Airtime for Consultation with supervisors			1500
SUBTOTAL			
Data Collection and Data Analysis			20,000
Thesis Preparation and Presentation			18500
Final Thesis			23,500
Total			179770
CONTIGENCIES (15% Of Total)			28000
Total			146420

APPENDIX IV: WORK PLAN

RESEARCH PROPOSAL TIMELINE

SEPTEMBER – October 2023.

- Make changes as advised by the panel members

November -December 2023

- Submit the document to the school of MBA to book for a re-defense.
- Receive an email with the link and the date for defense.
- Defend my proposal to the panel.

January 2024

- Make the changes if any and submit to the panel.
- If the proposal had no changes, the letter for authorization to collect data is issued.

February 2024

- Issue of questionnaires.
- Collect of questionnaires.
- Finalize on data Analysis.
- Book for defense.

March 2024

- Prepare and print the project.
- Bind the document.
- Present the final project to Kenyatta university.

July 2024 graduate with MBA