

**TOTAL QUALITY MANAGEMENT PRACTICES AND QUALITY  
SERVICE DELIVERY IN 3 TO 5 STAR HOTELS, NAIROBI CITY  
COUNTY, KENYA.**

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UNIVERSITY.**

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**DECLARATION**

This research project is my original work and no submission has been made for a degree in any other university or for any other award.

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## **DEDICATION**

I dedicate the research project to my wife Milkah Ngina for her love, care and encouragement, our children, who are very dear to me, my daughter Esme and my son Emrys for their tremendous assistance and sacrifice, thank you all for your prayers. Lastly, to my parents, Juma and Akinyi, thank you all for the support and believing in me unconditionally. You have made all the difference in my life.

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## **OPERATIONAL DEFINITION OF TERMS**

<b>Continuous Improvement</b>	This is the incremental and ongoing improvement of the quality service delivery of hotels
<b>Customer Focus</b>	The commitment of a hotel towards meeting customer needs and expectations by the services offered.
<b>Employee Empowerment</b>	A management strategy, which aspires to give hotel employees the necessary tools and resources to make confident decisions in their areas of work without supervision.
<b>Top Management Commitment</b>	This is the level of dedication and hard work by the senior management of a hotel to ensure quality, efficiency and results.
<b>SERVQUAL</b>	An operational tool devised to evaluate quality service delivery by capturing respondent's expectation and perceptions along five dimensions i.e. assurance, responsiveness, reliability, empathy and tangibles.
<b>Quality service delivery</b>	Client's awareness of how service offering matches or exceed expectations based on reliability, empathy, responsiveness, tangibles and assurance dimensions.
<b>Total Quality Management</b>	A management approach that enable an organization to meet stakeholders' needs and expectations in an efficient and effective manner without compromising ethical values.
<b>3 star Hotel</b>	Hotel has large and more comfortable rooms in addition to more furniture, restaurants, bars and porter services.
<b>4 star Hotel</b>	Hotel has larger and fancier room with large beds, modern TV, safe, bathrobes, minibar and workstation. It offers spa, gym, valet parking and a pool.
<b>5 star Hotel</b>	Hotel with all the amenities including luxurious spas and gigantic lobbies. Bathrooms are extra larger and lined with marble counters. Has a niche with the affluent clients.

## ACRONYMS

<b>ANOVA</b>	Analysis of Variance
<b>F&amp;B</b>	Food and Beverages
<b>GDP</b>	Gross Domestic Product
<b>HTI</b>	Hotel and Travel International Consulting
<b>HoDs</b>	Head of Departments
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>KAHC</b>	Kenya Association of Hoteliers and Caterers
<b>KATA</b>	Kenya Association of Travel Agents
<b>KATO</b>	Kenya Association of Tour Operators
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KWS</b>	Kenya Wildlife Service
<b>MoH</b>	Ministry of Health
<b>MoTW</b>	Ministry of Tourism and Wildlife
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>PDCA</b>	Plan-Do-Check-Act
<b>PWC</b>	Price Waterhouse Coopers
<b>SERVQUAL</b>	Quality service delivery
<b>SOPK</b>	System of Profound Knowledge
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TF</b>	Tourism Fund
<b>TPA</b>	Tourism Professional Association
<b>TQM</b>	Total Quality Management
<b>TRA</b>	Tourism Regulatory Authority
<b>VAT</b>	Value Added Tax
<b>YMCA</b>	Young Men's Christian Association

## ABSTRACT

The aim of every hotel is to deliver quality service that matches customers' expectations in any service encounter at the same time remaining profitable. The hotel industry in Kenya is faced with competition emanating from a competitive market described by globalization, changing, and soaring consumer demand for quality services, emerging touristic destinations, and increased value for their money. The hotel industry has now become more competitive than ever before and meeting customer needs is a necessity. Providing quality service determines hotels' success or failure, hence hotels do prioritize their efforts on improving quality service delivery with the aim of achieving product differentiation, survival, improved market share, and high returns in a competitive environment. TQM has had an immense impact on product and quality service delivery in the manufacturing and other service sectors and therefore hotels can consider adopting the same to make better their quality service delivery. The study sought to establish the effects of total quality management practices on quality service delivery in 3 to 5-star hotels in Nairobi City County, Kenya. The specific objectives of the study included; to establish the effects of customer focus, employee empowerment, management commitment, and continuous improvement on quality service delivery in 3 to 5-star hotels in Nairobi City County. The research employed a descriptive research design and a cross-sectional survey. Theories employed to inform the study included Crosby's theory, Deming's theory, and Juran's theory. The study used a census approach to collect data from all (30) 3 to 5-star as per the TRA 2018 classification register. The study used purposive sampling for hotel managers and stratified sampling for HoDs. The HoDs were selected from 13 departments that cut across all hotel using simple random sampling. The departments included; food & beverage production, security, front office, IT, safety & emergency, housekeeping, procurement, food & beverage service, finance & control, maintenance, human resources, banqueting, and sales & marketing. A total number of 30 respondents formed the sample size for hotel managers while 117 formed the sample size for HoDs. Research questionnaires were employed to gather primary data. On the other hand, books, academic journals, and other appropriate material associated with TQM practices and quality service delivery were used for literature review. The collected data was analyzed using both descriptive and inferential statistics. Multiple linear regression analysis was conducted at a confidence level of 95% and a 5% significance level. Data analyzed was depicted in the form of tables, bar graphs, and figures. The findings indicated that customer focus, employee empowerment, continuous improvement, and top management commitment had statistically significant effects on quality service delivery in 3 to 5-star hotels with 'R' and 'P' values of (R=0.982; P=0.000), (R=0.946; P=0.000), (R=0.888; P=0.000) and (R=0.857; P=0.000) respectively. The findings supported the theoretical foundation of TQM practices, which take note of the importance of continuous training of staff, giving priority to customer needs and the need for top management leadership in the adoption and execution of TQM. This study thus recommends that 3 to 5-star hotels should conduct skill gap analysis among staff, build capacity through continuous training, reward employees commensurately, and involve employees in decision-making processes. Further, these hotels should adopt PDCA model, statistical methods to check on quality, clearly defined policies on quality, encourage delegation and teamwork, conduct an internal quality audit, quality assurance, adhere to process control to prevent defective services, benchmark their standards with those of industry best performers and use quality tools make decisions.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Hospitality is one of the world's major contributors to the global economy (Reimer & Kuehn, 2015). Service quality is the gap between the anticipated and the actual perceived service (Ababneh, 2017). According to Blythe (2013), service quality is the capacity of an organization to match clients' expectations with perceived service. Many service companies have attempted to deliver the best possible and excellent services to their clients, unfortunately, they still fall short of the clients' expectations because today's clients demand top-notch services (Ladhari, 2012). This, therefore, calls for the adoption of a strategic management philosophy that can enable hotels to offer the best service to their customers and at the same time remaining profitable. Many companies worldwide have made service quality a top priority towards achieving objectives and gaining competitive advantage (Fotopoulos & Psomas, 2010).

Succeeding in the contemporary business environment with fierce competition (Stăncioiu *et al*, 2011) and a high growth rate (Chaiprasit *et al*, 2012) has forced hotels to find modern methods of enhancing business processes. Organizations have in the recent past are more concerned about employees and clients in every management practice being adopted. Hotels in the 21<sup>st</sup> century do acknowledge that competitive edge and efficiency are only be gained through offering flawless quality service delivery to customers. Researchers have acknowledged that implementation of quality service delivery concept is an essential factor towards the success and survival of hotels (Reimer & Kuehn, 2015; Garcia & Caro, 2013).

One of the most effective and reliable tools that many organizations have used to improve the quality of service is the TQM. TQM is a management strategy that emphasizes quality, involves the participation of concerned members, aims at continuing success through client satisfaction and well-being of all members of the organization, and to society ((ISO 8402: 2009). According to Sadikoglu and Olcay (2014), TQM is a comprehensive and ethical approach adopted by organizations to continuously improve their products, services, and processes by integrating all stakeholders to satisfy clients and sustainably improve performance. This management approach has been used by hotel brands to improve quality service delivery.

### **1.1.1 Quality Service Delivery**

Zeithaml, Bitner and Gemler (2013) defined services as deeds, processes, and performance. Kerin, Hartley and Rudelius (2013) defined services as invisible or abstract activities that a firm advance to clients that include tickets, financial advice, automotive repair in exchange for something of value or money. Quality includes all attributes of an organization that provides it with the capacity to meet expressed or implied needs (ISO 9000: 2000). There is a general agreement amongst researchers and industry players that quality service delivery is an evasive and symbolic concept that is hard to determine, define or quantify (Bateson & Hoffman, 2011) but still an important topical issue in service management (Kotler & Armstrong, 2013). Magutu *et al.* (2011) defined service quality as the comparison of customers' expectations with customer's perceptions based on actual service provided. Quality service delivery is the capability of a service provider to satisfy the client in a more efficient way by which he or she can improve the performance of the business enterprise (Zeithaml *et al.* 2013). Clients develop trust in the organization's capability to make available the needed quality (Neacșu, 2015).

There are various frameworks used in measuring quality service delivery with SERVQUAL model advanced by Parasuraman, Zeithaml, Berry in 1985 (Tanford, Raab & Kim, 2013) and the technical and functional quality framework advanced by Gronroos in 1988 (Lacle, 2013) being the most widely used in the service industry. In this research, quality service delivery was measured in terms of the five service quality dimension including; empathy, reliability, assurance, responsiveness, and tangibles in the thirty (30) hotels from 3 to 5-star hotels in Nairobi City County using the SERVQUAL model.

### **1.1.2 TQM Practices**

Most notably Edward Deming, Kaoru Ishikawa, and Joseph Juran ushered in the concept of TQM as a productivity and quality improvement strategy in the early 1980s after its success in Japanese companies in strengthening their competitive edge (Nyakudya, 2011). Today's customers are demanding higher quality products, be it in the manufacturing or service sector (Magutu, Mbeche, Nyaoga & Ombati, 2011). TQM as a management approach is viewed globally as a tool that influences quality service delivery to the extent that organizations have started investing in TQM to respond to the current global competition and to satisfy quality-conscious clients. TQM has

evolved in the recent past into a quality management system, a formal system that outlines processes, activities, tasks, and procedures to achieve goals on quality (Maoto, 2017). The highly regarded approach to quality management is the international standard of quality assurance (ISO 9001: 2015). Pearlman and Chacko (2012) also noted that ISO 9001 certification of a quality management program or system is one of the enablers of TQM. Muli (2014) noted that TQM involves actions such as staff empowerment, devoting resources in client relations, and instituting effective communication channels.

Fening *et al.* (2013) noted that customer fulfilment is the key focus of the TQM philosophy. According to Neyestani (2017), the principles of TQM are built on many pillars which must be emphasized to make quality service delivery a reality in organizations. These include; customer focus, management commitment, employee empowerment through education, training and reward, design system based on prevention, and focus on continuous improvement (Talib, Rahman, Qureshi & Siddiqui, 2011). The study considered four TQM practices as described below.

Customer focus is a strategic approach to attaining institutional success by integrating activities, processes, and systems towards the clients (3rdView Consulting, 2013). Customer-focused organizations do study the client's worthiness and focus their marketing endeavours on the client segment with high demand with the aim of improving on the profits (Fader, 2012). ISO 9000: 1400 stressed that for organizations to be client-oriented, they are supposed to focus on their clients by understanding the current and future requirements and should strive to meet and exceed them. Rebiazina and Smirnova (2014) observed that customer-oriented approach entails the customer requirements forming the fabric of the organization's processes, where assets are put together purposefully to meet customer's values. In addition, Shavrovskaya (2013) noted that a customer-focused strategy is the sum of the organization, processes, and staff characteristics. Some studies in front-desk staff and client engagements agree that client-focused behaviour of the staff is critical in any successful encounters (Drollinger & Comer, 2013; Stock, 2016).

Employee empowerment is the totality of job significance, staff feeling of competence, independence, and being able to give opinions on decisions (Gill, 2011). Employee involvement is an important tool for improving output from staff and optimal use of individual or group

capacity, abilities to achieve company goals (Gilaninia, 2012). Subburaj (2012) argued that workers are the strength of the organization, prime contributors to its success and any progress can only be because of them. Staff involvement results in better organization's performance, customer and job satisfaction, better competitive advantage, and enhanced work process (Mustafa & Bon, 2012). Employee empowerment allows an organization to have a better understanding of where it can potentially make improvements (Sofijanovna & Chatleska, 2013). Staff at all levels must welcome training on quality as it assists them at their levels to comprehend quality management programs and their duties in executing total quality management practices (Arshida & Agil, 2012).

Continuous improvement is a TQM practice derived from a Japanese concept called Kaizen. Singh and Singh (2013) defined continuous improvement as a strategy that involves the reduction of wastage by focusing on small but progressive adjustments. According to Porter and Anne (2017), continuous improvement is a strategy or an approach for enhancing every facet of an organization's operations and raising competitiveness by expanding an organization's resources. Sadikoglu and Zehir (2010) noted that continuous improvement aid in minimizing variances in processes and procedures thus contributing to increased performance in the long term. Continuous improvement entails the identification of benchmarks of excellent practices and inculcating a sense of employee ownership of the entire process (Sadikoglu & Zehir, 2010). Companies that are consistent in implementing continuous improvement in their processes, procedures, and activities stand better chances placed to survive in a competitive environment. This TQM practice adopts quantitative methods in measuring performance and encourages employee involvement at any stage hence improving productivity for an organization and employee involvement.

Top management commitment is an employee's assessment of an institution's dedication to supporting, and encouraging employees to attain quality service delivery (Babakus, Yavas & Karatepe, 2017). Subburaj (2012) noted that total quality management based on visionary leadership puts organizations far ahead of their peers in terms of turnovers, returns, and employee motivation. Besides, the most essential consideration for practicing TQM is that the top management needs to believe that it is the most important tool in doing business and managing an organization. Barrows and Powers (2012) also suggested that total quality management is very people-oriented hence management commitment results in proper adoption and execution. For any

successful implementation of TQM practices, there is a need for communication. Dale *et al* (2013) noted that organizations completely depend on improved communication, favorable team briefing and informal communication with managers has an enormous impact on quality service delivery.

### **1.1.3 Hospitality Industry in Kenya**

According to Barrows and Powers (2012), the hospitality industry includes all the businesses that provide F&B services and/or accommodation to satisfy the needs of people who are away from home. The industry consists of a myriad of activities including hotels, guest houses, and lodges. Hospitality is one of the world's major contributors to the global economy (Reimer & Kuehn, 2015). Dittmer (2014) defined hotel as a lodging facility usually with a reception, providing food, accommodation as well as other services to its guests. As per the Tourism Act 2011, a hotel is a facility used for the reception of guests and travellers desirous of dwelling or sleeping therein.

Hotels are critical service providers in the hospitality industry. Tourism and hospitality are some of the economic factors for development and poverty reduction, leading contributors to countries' GDPs, creator of employment opportunities, and provision of important inputs for other sectors of the economy, thus contributing to the overall country economic growth and development (KNBS, 2014). According to Kenya Vision 2030 under the economic pillar, the government, together with private sector stakeholders, intends to promote investment in hotels by attracting five (5) additional international hotel chains in major towns including Nairobi to cater to increasing numbers of business tourists (Kenya Vision, 2030). Tourism Regulatory Authority (TRA) under the Tourism Act 2011 and Tourism Regulatory Authority Regulations 2014 is mandated to regulate the tourism and hospitality industry in Kenya (TRA, 2015). TRA also classifies and rates hotels based on East Africa Criteria of Classification. The rating starts from 1-Star which assumes the lowest category to 5-Star which assumes the highest category in terms of quality and service offering.

According to the Kenya Economic Survey of 2013, Kenya has one of the most advanced hotel industries in Sub-Saharan Africa, providing 31,400 beds per night on average (KNBS, 2014). There has been a general upward trend in the number of hotels in Kenya (W Hospitality Group, 2018; Knight Frank Report, 2018). This is attributed to the increasing number of international tourists, better brand positioning of the country as a touristic destination, the lifting of travel

advisories, steady growth in domestic tourism as well as a series of incentives introduced by the government. These incentives include; scrapping off VAT on park fees, free visas for children and introduction of lower park fees by KWS in the recent past (PwC, 2017). About 20 major international hotel brands are lined up to start operating in Kenya over the five years' time with some already in operation including; Four Points by Sheraton, Lazizi, Accor-Pullman, Acacia Premier and Express, Park Inn by Radisson and Hilton Garden Inn (W Hospitality Group, 2018). According to the 2018 report by Knight Frank, Kenya has over 68 global hotel brands. This, therefore, means that unsatisfied customers will engage another hotel with quality service delivery for the same services (Jana & Chandra, 2016).

However, the latest classification of hotels and resorts by TRA (Kenya Gazette Notice number 6111) several hotel establishments dropped in their ratings after the 2016 classification exercise. In summary, only three hotels got five (5) star ratings in the entire coastal region, an area considered, as a top touristic destination while renowned brands like Sarova Whitesands Beach Resort and Spa, dropped from five (5) star to a four (4) star hotel. In Nairobi; eight (8) hotel got five (5) star rating; nine (9) hotel were classified as four (4) star; six (6) hotels as three (3) star; eleven (11) hotels as two (2) star and one (1) hotel as 1 star. The statistics by TRA 2018 classification register, indicated that Nairobi County had the largest number of 3 to 5-star hotels. The hospitality industry is quite developed and more advanced in Nairobi County compared to other regions in Kenya. This, therefore, informed the decision to select Nairobi county as the study area.

## **1.2 Statement of the Problem**

Tourism earnings have decreased exponentially over the years, from Ksh.87.1billion in 2014 to Ksh.84.6 billion in 2015 (KNBS,2016). KNBS (2018) highlighted a general decline in room occupancy from a 5-year average of 56% to 49% in 2017 among hotels in Nairobi. HTI Consulting (2018) noted that bed occupancy in hotels in Nairobi fell by 11% in 2017 and yet Kenya is expected to attract five (5) additional international hotel chains in major towns including Nairobi (Kenya Vision, 2030). Despite these challenges, Fairmont Mara Safari Club and Hemingways were ranked 11<sup>th</sup> and 22<sup>nd</sup> respectively among the best hotels in Africa in Travelers' Choice Awards (Trip Advisor, 2018). The Tourism Sector Performance Report-2018 painted a good picture of the sector where it was reported that international visitor arrivals rose from 1,474,671 to 2,025,206 while domestic bed nights improved from 3,645,144 to 3,974,243 in 2017 in 2018 (MoTW,2019).

Notwithstanding the positive indication by Tourism Sector Performance Report-2018 (MoTW, 2019), the overall quality service delivery standards among hotels in Kenya may be described as falling. The TRA 2018 classification register shows most of the top hotels missed out or ranked low in the new list of classified hotels. TRA classification assessors pointed out with great concern that most hotels are old and reflect worn-out infrastructure, do not implement minimum standards and inadequacy in quality assurance measures in hotels.

Studies have agreed that proper execution of TQM aid in better quality delivery. Rugendo (2012) in a study on factors influencing TQM in banks within Nairobi County, Kenya, established that top management commitment is considered one of the most important elements in the success of total quality management. Lacle (2013) in a study to establish the relationships between management perception and quality service delivery in the hospitality industry, concluded that effective management of quality service delivery depends on the degree of dedication the management is willing to put to understand customers' needs. Thiong'o (2007) in a survey of twelve sampled 3 to 5-star hotels concluded that hotels embrace the essential elements of TQM in their operations. From the highlighted past studies, none addresses TQM and its effects on quality service delivery in 3 to 5 star-rated hotels in Nairobi County, Kenya. The researcher was, therefore, persuaded to carry out a study to be able to conclude on the effects of TQM on quality service delivery in 3 to 5-star hotels in Nairobi County.

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

#### **1.3.1 The General Objective**

The main objective of this study was to establish the effects of TQM practices on quality service delivery in 3 to 5-star hotels, Nairobi City County, Kenya.

#### **1.3.2 Specific Objectives**

The research was led by the below objectives:

- i. To investigate the effect of customer focus on quality service delivery in 3 to 5 star hotels, Nairobi City County.
- ii. To explore how employee empowerment affects quality service delivery in 3 to 5 star hotels, Nairobi City County.
- iii. To establish the impact of continuous improvement on quality service delivery improvement in 3 to 5 star hotels, Nairobi City County.
- iv. To establish how top management commitment affects quality service delivery in 3 to 5 star hotels, Nairobi City County.

#### **1.4 Research Hypotheses**

The study tested the following hypotheses:

H<sub>01</sub>: There is no effect of customer focus on quality service delivery in 3 to 5 star hotels, Nairobi City County

H<sub>02</sub>: Employee empowerment does not affect quality service delivery in 3 to 5 star hotels, Nairobi City County

H<sub>03</sub>: Continuous improvement has no impact on quality service delivery in 3 to 5 star hotels, Nairobi City County

H<sub>04</sub>: Top management commitment does not affect quality service delivery in 3 to 5 star hotels, Nairobi City County

#### **1.5 Significance of the Study**

Quality service delivery is regarded as an integral component of any hotel offering. The outcome of the study is of great use to several stakeholders in the service industry including the hospitality sector. Managers can know quality service delivery problems facing their hotels and some of TQM practices that can be implemented to improve service. Secondly, the HoDs by enumerating

critical service dimensions that are important in achieving quality service delivery. Thirdly, are the policymakers in the service industry including tourism and hospitality sector for example; TRA that develops standards for classification and rating of hotels considering relevant dimensions of quality service delivery; TPA, KATA, KATO and KAHC that champion for professionalism in the tourism industry and TF that coordinate and facilitate the training of the workforce in the sector. Fourthly, the scholars in the service industry by providing a basis for further research in other service-related enterprises. Lastly, to potential investors in the service industry including hotels by providing documented findings that can be used when developing quality policy for an existing or new facility.

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

The research focused on thirty (30) hotels from three (3) to five (5) star in Nairobi City County, four TQM practices including customer focus, employee empowerment, continuous improvement, and top management commitment. The justification for this is that these categories of hotels are always more cautious and concerned about quality service delivery and more often use benchmarks. These hotels have the financial capability to hire competent employees to champion any quality policy. The study looked at the five dimensions of quality service delivery including, empathy, reliability, assurance, responsiveness, tangibles and reliability. The justification for this is that these hotels are always more concerned with quality service delivery and privy to global trends in terms of quality management practices. It is also true that Nairobi City County hosts the largest number of 3 to 5-star hotels as per the TRA 2018 classification register. The study adopted a descriptive research design and a cross-sectional survey. Descriptive research design allows an application of qualitative and quantitative data. Surveys offer prompt and correct means of discerning information when properly done. The population consisted of 30 hotel managers and 117 heads of departments. However, this can change since the classification of hotels sometimes can be done upon request by respective hotels. SERVQUAL scale was adopted to measure quality service delivery. The study used questionnaires for primary data collection.

### **1.7 Limitations of the Study**

As most studies of this type, results are interpreted while putting into consideration some

limitations. First, is the problem of non-response and concealment of material information by the respondents normally for fear of being reprimanded. To mitigate this, the study used every effort to explain that the research's manifest intention is solely for academic purposes. The researcher sought an approval letter from Kenyatta University and a research permit from NACOSTI to give confidence to the respondents. Secondly, there exist limited studies on TQM and quality service delivery in 3 to 5-star hotels in Nairobi County, Kenya limiting access to secondary data from other similar studies. The researcher mitigated this by comparing similar research in different sectors in Kenya and in other countries to infer the research findings. Lastly, the data collection fell within the peak season for the hospitality industry. The peak season usually starts from June up to December. To mitigate this, the research gave the concerned managers and HoDs time to fill in the questionnaires after which they were collected.

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

This research study comprised of five chapters. Chapter one involved the study background, the statement of the problem, the study-specific objectives, the research hypotheses, and significance of the study, the scope of the study, limitation of the study, and organization of the study. Chapter two reviewed the literature, including, theoretical review, empirical review, knowledge gaps, and the conceptual framework.

Chapter three is dealing with research methodology, by explaining the research design, target population, sampling design and procedure, data collection instruments, data collection procedures, data analysis and presentation, empirical model, and the ethical considerations. Chapter four is presenting the findings of analyzed data by use of tables and figures and their interpretation. Chapter five is presenting a summary of the findings as per the specific objectives of the study. Study conclusions and recommendations are drawn as the findings and areas for further research are given.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter evaluates the theories and highlights empirical studies on selected TQM practices and quality service delivery suitable to answer research hypotheses and develop a conceptual framework.

#### **2.2 Theoretical Review**

The study employed theories including; SERVQUAL model theory, Process Improvement theories and Quality Improvement theory, which are commonly used in studying TQM.

##### **2.2.1 SERVQUAL Model Theory**

SERVQUAL model theory operates under the gap model as an instrument for ascertaining customer's perceived value of quality service delivery Parasuraman *et al* (1988, in Agyei, 2012). SERVQUAL model theory was postulated by A. Parasuraman, Valerie Zeithaml, and Leonard Berry in 1985. The theory offers a basic foundation through its expectations and perceptions format, incorporating statements for each of the five service-quality dimensions that can be adapted to match the characteristics of specific research needs of a particular institution (Parasuraman, Berry and Zeithaml, 1988). Many researchers have noted that the model was at first meant to measure the perception of customers towards quality service delivery in the financial sector, however, it has been incorporated in other sectors including hospitality (Lacle, 2013: Njau *et al.*, 2017). Al-Ababneh (2017) noted that the application of the SERVQUAL scale in measuring quality service delivery in the service industry especially tourism and hospitality has become the norm among researchers and practitioners. SERVQUAL scale is anchored on the customer's evaluation of quality service delivery by making a comparison between the expected and actual performance while not forgetting to take into account any existing gaps in the service delivery process (Al-Ababneh, 2017). Tanford, Raab and Kim (2013) claimed that the SERVQUAL scale is more applicable in the service industry because of the perishability, intangibility, heterogeneity, and inseparability of services. With these characteristics, there is a common accord amongst practitioners and scholars that quality service delivery cannot be standardized (Negi, 2014).

SERVQUAL has received substantial empirical support among researchers though with criticism ranging from lack of an agreeable meaning of expectation, the variability of the dimensions, and in addition to limited usability across varied sectors. Despite these criticisms, most proponents are not convinced that the counterarguments are substantial to warrant the abandonment of the SERVQUAL model theory since it offers the most conventional, symptomatic and robust mechanism of measuring quality service delivery especially in the hospitality industry where researchers still use it to evaluate quality service delivery (Al-Ababneh, 2017). Studies in the hospitality industry have identified five dimensions of quality service delivery that include; empathy, tangibles, reliability, assurance and responsiveness (Pampallis & Bond, 2013; Carpenter & Moore, 2015). In addition, Watiki (2014) found out that quality service delivery dimensions have a positive correlation to customer satisfaction although at varying measure. Quality service delivery was measured by assessing the effects of TQM practices on the attributes of quality service delivery based on five dimensions as discussed below.

Tangible is the manifestation of staff and physical facilities within an organization. Customers evaluate and make meaning of the physical evidence of the company including staff appearance and tools of trade used in the provision of the service (Zeithaml *et al.*, 2013). Assurance is the level of competency, courtesy, trustworthiness, believability and honesty of staff to customers (Zeithaml *et al.*, 2013). Reliability is the capability to offer agreed service devotedly, dependably and with a lot of accuracy and consistency (Zeithaml *et al.*, 2013). According to Sabir, Irfan, Akhtar, Abbas & Rehman (2014) the more a hotel is reliable in reference to quality service delivery the more customers will be satisfied with your offering and he or she will become your brand ambassador. Responsiveness is the eagerness, promptness, and timeliness of staff to assist clients during service encounters ranging from inquiries, queries to complaints raised by clients (Zeithaml *et al.*, 2013). This also involves flexible staff towards customer's schedules. Empathy is an individual capability to sense someone's thoughts and feelings at the same time, sharing their emotional experience and giving individualized attention to customers (Hwang & Kim, 2016; Wolf, 2014; Zeithaml *et al.* 2013; Wieseke, Geigenmuller & Kraus, 2012). Consumer purchase behavior is shifting towards an emotional connection that usually leads to repurchase (Wolf, 2014).

## **2.2.2 Process Improvement Theories**

### **2.2.2.1 Juran's Quality Trilogy Theory**

Joseph Juran developed a quality trilogy theory in 1986 (Neyestani, 2017). It is an approach to cross-functional management with the major focus being setting plans, organizing tasks, quality as a key managerial function, and setting goals and targets towards quality improvement (Juran, 1998, as cited in Neyestani, 2017). He became one of the first to talk about the cost of quality. According to Juran, quality trilogy involves three managerial processes, which include quality planning, improvement and control. Neyestani (2017) highlighted Juran's ten steps to quality improvement, which include organization being conscious of opportunities and thereby creating needs for improvement, establishing quality improvement objectives, organizing activities towards achieving the objectives. Other steps include identification of any training needs to fill skill gaps, timely project initialization, monitoring and evaluation of progress, performance recognition and reward to respective teams or individuals, accountability by reporting on results, keeping track of quality improvement achievements and milestones and lastly repeating the process as you document the incremental changes.

Quality planning is critical in defining your clients, determining their varied needs, analyzing the specifications for needed goods, procedures, and systems (Juran, 1998, as cited in Neyestani, 2017). Juran recommended that any planning process should engage members from different teams, quality circles, and departments so that there is a balanced representation of key stakeholders (Neyestani, 2017). Quality control determines what you need to measure in your processes and setting targets for performance. In other words, it involves ascertaining the real performance and acting on the gap between performance and target. Some of the statistical tools applied in the control phase of Juran's Trilogy include but not limited to flow diagrams, Pareto analysis, control charts, and fishbone diagram (Juran, 1998, as cited in Neyestani, 2017).

Quality improvement has four applicable strategies including repair, which entails fixing what is shattered; refining which tends to be proactive by continually adjusting a process that is not shattered; renovating by adopting technological advancement or being innovative and lastly reinventing which involves beginning afresh with a clean slate (Juran, 1998, as cited in Neyestani, 2017). The theory is relevant to research since it highlights the need for training and education of

managers and employees to guarantee better planning and defect detection in the service delivery for better quality service delivery. The elements identified in the trilogy form some of the components of TQM practices. The theory also identifies the cost of quality including quality control costs and failure costs (Neyestani, 2017).

#### **2.2.2.2 Crosby's Theory**

Philip Crosby postulated this theory in 1984 (Neyestani, 2017). Crosby is among the first proponents of TQM. According to Crosby, quality is conformance to requirements not as goodness or elegance (Crosby, 1984, as cited Neyestani, 2017). He termed this as one of the absolutes of quality. The other three absolutes include; quality improvement requires prevention not appraisal; processes and procedures must be zero defect and quality measurement only occur as a price of non-conformance. He also provided his fourteen steps to quality improvement or fourteen principles of management. From the fourteen (14) principles, the researcher considered what was relevant to the study, which included the attainment of absolute commitment from top-level management, the formation of quality teams, proper training of line managers. Others included encouraging employees to mitigate defects and document them, making quality improvement steps easy to understand for employees and line managers, setting targets, creating reward systems for staff, encouraging regular team meetings.

Crosby related an organization on the verge of collapsing to a sick human body. In his theory, he suggested that a company only rejuvenates after a threat of closure, if vaccinated with a substance that has the ability to enhance its immunity. He proposed TQM as a strong vaccine. The theory underlines two important issues: management commitment is critical in the growth of a company and should emanate from top and subsequently spread throughout the organization; empowerment of employees should be a priority for any organization including putting staff welfare at the forefront. Crosby insisted on continuous training of staff and recognition of their human dignity by the organization (Neyestani, 2017). The theory acknowledges that empowered employees are always committed to elevating the quality service delivery of their organizations, once assured of certain gains they are entitled to benefit from. Crosby's theory was used because of its relevance in studying the implication of TQM practices implementation to quality service delivery in hotels where the quality of service is of great concern.

### **2.2.3 Quality Improvement Theory**

This is also referred to as Deming's theory. William Deming is one of the founding fathers of modern TQM concepts and quality control. He contributed immensely to quality management systems and statistical process control tools. As a scholar, he published a book that outlined the 14 principles or guidelines for total quality management (Rugendo, 2012). He taught about the PDCA and the System of Profound Knowledge (SOPK) as identified in his book 'Out of the Crisis'. The Deming's theory of profound knowledge is regarded as a management ideology based on the systems theory. The theory is established on the assumption that each business enterprise consists of a system of interlinked processes and people that constitute the system's components. The success of all employees within the system depends on top management's ability to manage the delicate balance of every element for the optimization of the whole system (Bowen, 2010). The profound knowledge consists of the fourteen principles of management. The TQM practices involved in the study cut across certain principles identified by Deming, which include being consistent; avoiding mass inspections by encouraging small but incremental changes; always focusing on continuous improvement; empowering staff through relevant on-job training; inculcating strong and visionary leadership. Others include, encouraging teamwork by abolishing departmental barriers, insisting on better service experience rather than volume; nurturing the culture of creativity and innovativeness; and getting the goodwill of top management at all times (Rugendo, 2012).

PDCA model is a repetitive four-stage model for continuous improvement in organizations especially in process management (Neyestani, 2017). According to Deming, TQM processes should follow four steps that are; plan, do, check and act. Plan involves explaining in detail the matter to be attended to, collecting critical data, and identifying the root cause of the problem at hand. Do relates to offering solutions to problems and selecting a measurement to determine the effectiveness. Check is confirmation of the outcomes by comparing fed data and generated results. Lastly, Act involves creating result records, updating teams on any changes in the processes, and suggesting mitigation measures before the next PDCA cycle.

He was strongly convinced that 85% of all quality mistakes are associated with top management and any quality improvement can only take place if the top management changes the process. While the remaining 15% of the quality problems are solved by workers on the operator level. Deming's theory is so important that it forms the basis for some of the concepts in TQM and ISO 9001 quality standards. Deming's theory is applicable to the research in that it backs up the variable of system automation to boost quality service delivery through continuous improvement and employee empowerment through skill advancement. This theory is relevant to the research owing to the fact that total quality management is an integrated and organized approach to quality service delivery of hotels that aims to enhance the quality of products and services by way of continuing refinements in response to continuous assessment.

## **2.3 Empirical Literature Review**

### **2.3.1 Customer Focus and Quality Service Delivery**

Clients have now the reference point rather than the end-point in any successful business endeavor. Customer experience is the key focus of the TQM philosophy (Fening et al 2013). Organizations therefore must prioritize customers in every decision-making process by actively involving them in the service design and development process to provide the necessary inputs that are essential for preventing waste, flaws, and quality issues (Fening et al., 2013). Quality service delivery is a way of pleasing customers, protecting them from displeasures, and an important strategic tool for competing in the marketplace (Garvin, 2017). Therefore, a hotel's specific advantage is to identify and then compete on one or more of the dimensions of quality (Watiki,2014). The shortcoming of the Watiki's study is that it only involved one company making comparison and generalization difficult. However, the study further confirmed that reliability, a quality service delivery dimension is a very important aspect in measuring customer-oriented strategy in a service organization including hotels. In addition, he highlighted that other dimensions of quality service delivery including empathy, responsiveness, tangibles, and assurance still have critical roles towards the assessment of quality service delivery in totality thus should never be neglected at all costs (Watiki,2014).

Gilmore (2011) noted that quality is the level to which a particular product or service offering satisfies the wants and needs of a particular consumer and therefore any customer-oriented

approach by an organization should focus on the unique requirements by clients. He also noted that making the quality better requires innovativeness and creativity to lower costs associated with the product and increase the productiveness of an organization. A good customer focus strategy that has the support of the top management improves quality service delivery, which is one of the enablers to gaining competitiveness (Per Noori, 2014). Several empirical studies confirm that organizations that have adopted the customer focus approach have realized increased productivity, improved customer experience, improved staff confidence, low workforce turnover, and better quality service delivery. The study would help 3 to 5-star hotels understand their customers well and improve their quality service delivery.

### **2.3.2 Employee Empowerment and Quality Service Delivery**

Kathaara (2014) and Oduor (2015) highlighted that participation of employees in quality management practices is crucial in achieving quality improvement. Employee empowerment entails promoting teamwork, providing the necessary training to employees, and ensuring total employee involvement in the making of quality decisions Kaynak (2003, as cited in Oduor, 2015). It is crucial to note that TQM program is people-oriented and its success depends on staff participation in the entire TQM process. According to Mohanty and Lakhe (2012), the individuals who know much about the strengths and shortcomings of processes in an organization are those who involved in tasks related to the processes. Training of staff employees is very critical in eliminating inspection in the service delivery process.

Baumgartner (2014) in a study to determine how beneficial employee involvement is to quality service delivery in the hotel industry, a case of Ritz Carlton Vienna. The study found out that employee empowerment enhances quality service delivery because of the freedom to do anything necessary so long as they remain focused on the values and always working hard to create a memorable experience for customers. The study also highlighted the need for trust and respect in addition to an equal opportunity being given to staff to be able to relay concerns if need be to the top management as an aspect that improves quality service delivery. The study used interviews to collect data while employing qualitative content analysis to analyze the data gathered from the interview guide and extensive literature review. The study limitation was that the sample used involved an expert; hence, the findings were not generalizable nor valid. The researcher proposed

that future studies should focus on individual contact employees.

Ueno (2010) in a study on the comparative analysis of fundamental features supporting quality service delivery asserted that staff involvement has a critical objective in attaining and improving the quality service delivery. The study examined total quality management through literature review while focusing on studies that have ascertained its impacts on quality service delivery. Ueno through his literature review discovered that most studies have established that not only employee involvement that is critical to quality service delivery but also all other soft TQM practices. The soft TQM practices contribute immensely towards quality service delivery. The study also listed unique activities that are involved under the soft TQM approached including employee training and growth, recruitment and performance appraisal, motivation and reward, and integrated communication. Rather than focusing on one employee characteristic, scholars recommended that further studies should include all three employees' characteristics that are; staff expertise, employee reliability in addition to staff empathy for easy generalization (Khan, Ferguson & Perez, 2015).

Arash (2011) in an empirical study on employee training and empowerment in implementation of TQM practices in manufacturing firms in Iran divulged that training of employees is a method of empowerment, which is an essential element to any prosperous quality improvement exercise. The study also noted that empowered employees are capable of putting into use the most applicable tools and methodology in the production and service delivery process. The study concluded that staff empowerment is a fundamental concept in a humanistic management trend that is recognizable from the more scientific management conventions. Employee involvement is a critical TQM concept and has been very instrumental in contributing to the revival of many industries in Japan and in other parts of the world. The study concluded by highlighting some pertinent attributes that an organization should exhibit for its staff to be considered as empowered. They include; the extent to which work teams are applied in the processes, the level to which staff is autonomous in decision making, the degree to which staff does engage with clients, and lastly the degree to which an organization uses staff suggestion systems.

Alabar and Hadiza (2013) in an empirical study on the effects of staff entitlement on quality service delivery, a case of the banking sector, Kaduna, Nigeria discovered that staff empowerment positively influences quality service delivery. The study recommended for team spirit rather than individualism amongst the staff so that everyone no matter the demographic differences get inspired and put their efforts towards the same vision and purpose. The study used questionnaires to collect data from 200 members of staff cutting across all the branches operating under First Bank. The limitation of the study was that it only selected First Bank as the only case study hence making generalization of the research findings difficult.

### **2.3.3 Continuous Improvement and Quality Service Delivery**

Madar (2016) in a study to determine the success factors of continuous improvement and their impacts on quality service delivery in Redplast, Brasov, found out that implementation of organization staff development is one of the continuous improvement strategies for quality service delivery. Proper implementation is very instrumental to the success of the service organization. The study also noted that staff input is critical for any continuous improvement exercise geared towards achieving product and services quality. This is in line with the findings by Lacle (2013) which established that employees are the drivers of any continuous improvement programs because they are the ones who actualize all the set quality standards during customer-employee interactions where clients usually make their decisions in regards to quality service delivery offered.

The research targeted the production staff. The study's findings are difficult to generalize since the study used a small sample size of 10 participants out of 22 operators as respondents. However, it offers insights on varied areas of staff competencies, different levels of staff involvement in the organization, and how the quality approach is being perceived by staff in the organization. The study showed how critical frontline staff is to continuous improvement programs within an organization. It also takes note of the fact that continuous improvement is only attainable when a service organization trains staff on the required competencies, coordinate activities, and make available the necessary tools of trade geared towards the continuous quality improvement programs.

Samat, Ramayah and Saad (2006) in a study on the relationship between total quality management, and quality service delivery, a case of Malaysia discovered that continuous improvement had a significant positive effect on quality service delivery after a regression analysis of the data collected from respondents. The research employed questionnaires and engaged 175 respondents from various organizations including government, finance institutions, insurance agencies, and tertiary institutions. This study made significant contributions by identifying some implementation mechanisms for continuous improvement programs that an organization can apply. The study limitation was that the research only engaged respondents from one region of Malaysia. Samat and her colleague noted that future studies should be extensive in terms of the sample size. This study involved only on business entities in the service sector; hence, the researchers proposed that further studies should involve a comparative study between services and manufacturing sectors for more insights. In order to minimize biasness caused by self-reporting, the study suggested that future studies should endeavor to get multiple responses from several respondents and involve many total quality management practices.

Awoku (2012) in an empirical study on quality management practices, organization performance, and supplier selection in Southern Minnesota Manufacturing firms observed that continuous improvement has a positive influence on business performance. The study recommended that other organizations should adopt the practice so that they can achieve high-quality services. This is in line with an assertion by Jeremiah (2015) who noted that an organization ought to implement improvement measures in a continuous manner for it to stand relatively viable.

#### **2.3.4 Top Management Commitment and Quality Service Delivery**

Top management is always held responsible for most mistakes related to quality (Garvin, 2014). This, therefore, means that an organization depends on the top management commitment to deliver any successful quality service delivery through a quality management system. The top management should pass down the ideology that quality service delivery to be prioritized over cost in a precise, concise, timely, and with a lot of clarity to employees. Everett (2012) noted that where clarity and consistency in quality leadership lack, quality could not hope to succeed.

Karatepe and Karadas (2011) in a study on the role of management perception to quality service delivery, a case of hotel staff in Romania established that any training conducted by hotels is a reflection a committed top management that is quality-focused thereby increasing frontline staff's extra-role customer care. The research used questionnaires to collect data. The limitation of the study was the lack of empirical evidence linking training and service recovery performance. The researcher recommended that future studies should involve airlines, restaurants, and travel agencies to broaden the database for generalizations. The researcher went further to suggest that any study in the future should incorporate other elements like line manager's support and staff involvement in decision making as part of management commitment and assess their impact on quality service delivery. The study involved a small sample size and the researcher recommended that future researches should involve a substantial sample size in order to find out any correlation in the variables involved. Despite the shortcomings, the research offers insights on management commitment and its relation to quality service delivery that is key to hospitality management.

Lacle (2013) in a study on the impacts of management commitment to quality service delivery in the hospitality industry in Helsinki, Finland, concluded that there must be the right perception from management to manage quality service delivery effectively. This, according to the study heavily depends on the synergy the management has in place towards understanding the needs of the customers. The study further suggested that an organization that is able to track and manage customer's expectations stands a chance to reap big in terms of returns and customer loyalty. On the same note, any organization without management commitment end up lacking proper planning, well thought out goals, and there is no motivation. The study used manual visitation to gather data from respondents within the city center with only twelve (12) participants. The study limitation was that it involved a small sample size making generalization of findings difficult. The researcher recommended that future studies should incorporate more respondents as well as include key managers for instance; strategic managers and operational managers of hotels.

Pheny and Teo (2013) noted that top management must convey total quality management to the entire organization to create desire, interest, and general awareness among the team that informs any action. They are responsible for providing quality vision and creating a cultural change within a firm. In addition, they are tasked with organizing for training, empowering others for growth,

delegating duties and responsibilities and recognizing them for quality accomplishments. Top management commitment is key in the successful implementation of quality service delivery-related activities (Pheny & Teo, 2013). Currently, many hotels have faced challenges with high labor turn over; low bed capacity, and competition from the international franchise hotel chain. These challenges have resulted to compromised quality service delivery in the industry. Thus, this study is appropriate to establish the effects of customer focus, employee empowerment continuous improvement and top management commitment on quality service delivery of 3 to 5-star hotels in Nairobi City County.

#### **2.4 Summary of Independent and Dependent Variables**

This chapter reviewed theoretical and empirical literature suitable to guide the study. The chapter clearly discussed the main theories relating to the constructs of the model that guided the study. These include customer focus, employee empowerment, continuous improvement, top management commitment and quality service delivery including various sub-variables. Each construct in the model was defined and explained in terms of the sub-variables measured in this study. Some of the studies reviewed have linked one, two or three, of the constructs, but no studies to date have linked all the four the constructs. By reviewing relevant selected empirical studies on TQM practices customer focus, employee empowerment, top management and quality service delivery, knowledge gaps that the research sought to address were tabulated and presented. A conceptual framework defining the relationships among the variables of study has been provided.

**Table 2. 1: Summary of Literature Review and Knowledge Gaps**

<b>Thematic area</b>	<b>Author (s)</b>	<b>Study focus</b>	<b>Key findings</b>	<b>Knowledge gaps</b>	<b>Focus of the study</b>
Employee empowerment and service quality	Baumgartner (2014)	How beneficial employee involvement is to service delivery in the hotel industry.	Empowered employees enhance service delivery. Existence of trust, respect and equal opportunity to staff by top management improves quality service delivery	Focused on only employee empowerment as a TQM practice	This study integrated other TQM practices including customer focus, continuous improvement and top management commitment as variables for the study.
Employee empowerment and service delivery	Alabar and Hadiza, (2013)	Empirical study on the effects staff empowerment on service delivery in the banking industry.	Staff empowerment positively influence quality service delivery. Team spirit rather than individualism amongst staff helps in attaining quality service.	The research adopted a single case study of one bank making generalization difficult	This study used survey to gather data from selected hotels for easy generalization of the research results.
Implementation of continuous improvement and quality service delivery	Madar (2016)	Implementation strategy for continuous improvement in an organization	The study found out that staff input is critical for any continuous improvement exercise geared towards achieving services quality	The study adopted a single case study of only one company involving 10 participants making generalization difficult	This study considered sizeable sample size for easy generalization of the findings. The study considered other methods of implementing continuous improvement including adoption of PDCA model and use of quality circles

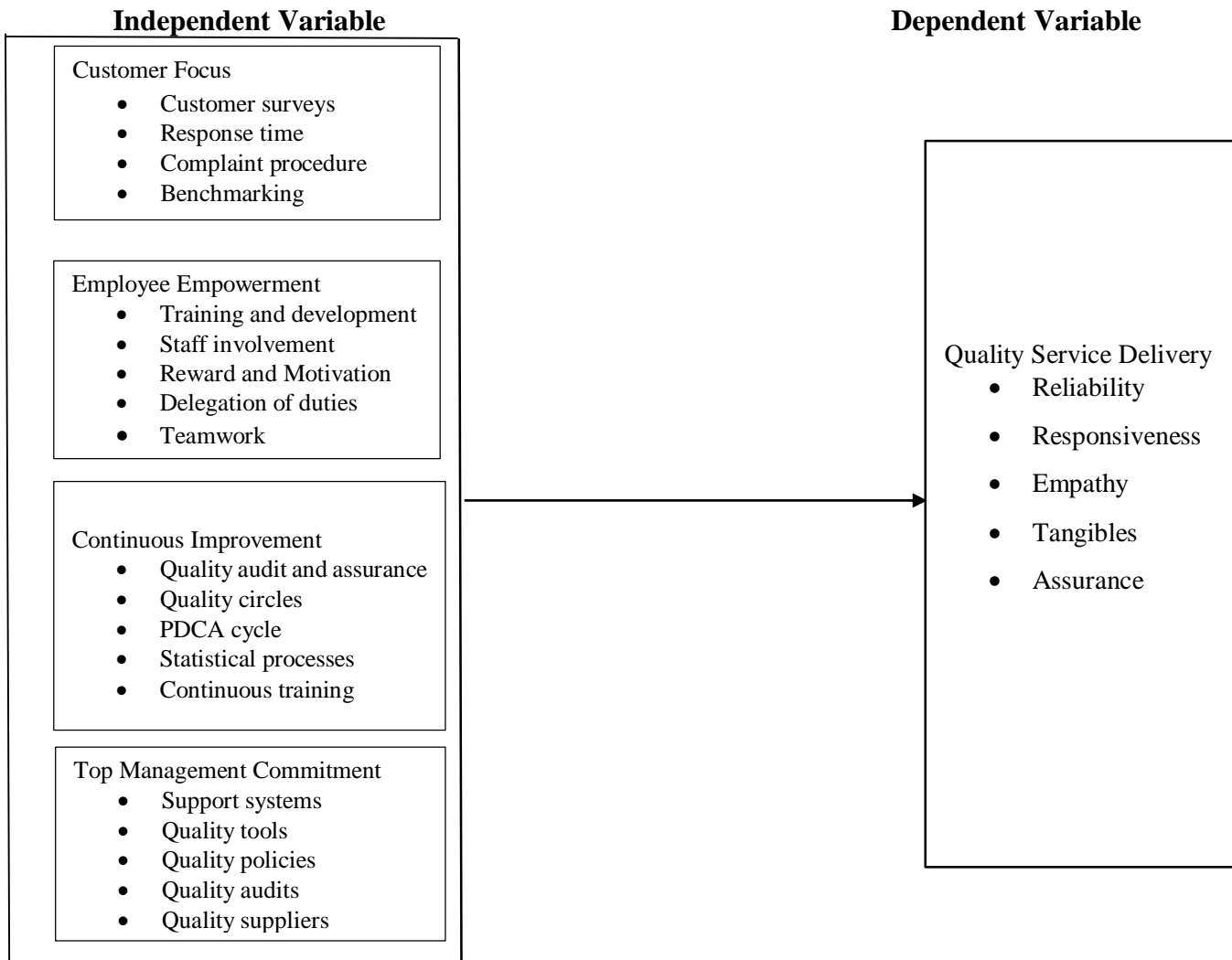
Continuous improvement and quality service delivery	Samat and Ramayah (2006)	How continuous improvement, and market orientation affects quality service delivery, a case of a developing country	Continuous improvement positively affect quality service delivery.	Focused only on continuous improvement as aspect of TQM practice	Current study included other aspects of TQM practices including customer focus, employee empowerment and top management commitment in studying the effects of TQM practices on quality service delivery
Top Management commitment and quality service delivery.	Karatepe and Karadas (2011)	The role of management perception to quality service delivery a case of hotel staff	Training by hotels is a reflection a committed management to quality service delivery. Management commitment is key in successful implementation of service-quality	The relationship of the study variables was implied rather than measured since no empirical evidence between training and service recovery was provided The study was theoretical Small sample size used limiting generalization of findings	Regression analysis was employed to determine the effects of customer focus, employee empowerment, continuous improvement and top management commitment on quality service delivery. The study used sizeable sample size for easy generalization of findings
Top Management commitment and quality	Lacle (2013)	The impacts of management commitment to quality	Existence of right management perception leads to effective	The sample size used was small making generalization difficult.	This study used representative sample of the head of departments and hotel managers as

service delivery		service delivery in the hospitality industry.	management of quality service delivery. Management of customer's expectations contributes to customer loyalty.		respondents making generalization easy
TQM practices in 3 to 5 star hotels	Thiong'o (2007)	Survey of TQM practices in the three to five hotels within Nairobi city	The 3 to 5 star hotels have strategic plans, policy on quality measures and objectives an indication of existing TQM Managers were aware and informed on TQM	The study established that 3 to 5 star hotels adopt TQM practices in their operations but not their effects to quality service delivery	This study provided for an analysis of the effects of customer focus, employee empowerment, continuous improvement and top management on service

**Source: Researcher, (2018)**

## 2.4 Conceptual Framework

Conceptual framework gives a visual display of how concepts and ideas in a research are related and assists a researcher with the identification and making sense of the worldview on the subject under study.



**Figure 2. 1 Conceptual Model**

(Source: Researcher, 2018)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter discusses the research methodology applied in the study. This included the research design, target population, sampling design and procedure, data collection instruments, piloting, data collection procedure, data analysis, data presentation, empirical model, and ethical considerations.

#### **3.2 Research Design**

Saunders, Lewis and Thornbill (2012) stated that no single design exists in isolation. They advocated for a combination of several designs in a study to achieve triangulation while at the same time improving the validity of research results. Collis and Hussey (2014) advocated for triangulation where diverse sources of data or research methods are used to reduce biasness and increase validity and reliability. Creswell (2014) noted that a descriptive research design is more applicable where data is gathered to give an outline of an organization or institution. Mugenda and Mugenda (2003) recommended descriptive research as it describes and narrates things in their natural settings and allows an application of qualitative and quantitative data. Surveys offer prompt and correct means of discerning information when properly done (Saunders *et al*, 2012). Therefore, the study adopted a descriptive research design and a cross-sectional survey design to be able to describe findings and analyze both qualitative and quantitative data effectively.

#### **3.3 Target Population**

Kenya Economic report of 2013 estimated that there are over 500 decent hotels in the Country (KNBS, 2014). However, the target population for the study included all the 3 to 5-star hotels in Nairobi City County which are 30 in number as per the TRA 2018 register of classified hotels (see appendix). The study used census to select the entire population of hotels rated 3 to 5-star in Nairobi City County for the study because of the small population. Respondents were managers and HoDs. Managers and HoDs are the direct consumers of the skills acquired from employees. They are also knowledgeable of the quality policy issues in the hotel industry and part of decision-makers in their respective hotels hence they were the most preferred target population for study.

### **3.4 Sampling Design and Procedure**

The research sample frame was composed of managers and HoDs ranging from food and beverage service, front office, housekeeping, maintenance, food and beverage production, security, human resource, IT, sales and marketing, banqueting, finance and control, procurement and health club in the 30 selected hotels in Nairobi. Hotels from three to five star have a varied number of departments. However, only departments that are found in both three, four, and five-star categories of hotels were chosen for the research.

The research involved multistage sampling including purposive and stratified random to get a substantial sample size. The TRA 2018 classification register listed 30 hotels as 3 to 5-star. This is a small population hence the entire population was considered for the study. Kothari and Garg (2014) advocated for a census where a population is a sizable number. The first stage involved purposive sampling in selecting managers in all the 3 to 5-star hotels. Sekaran and Bougie (2016) stated that purposive sampling is applied to individuals who have the needed information and meet the researcher's set standard. In this particular instance, the entire population of hotel managers was used. The second stage used stratified random sampling to generate strata comprising of HoDs from the departments (see appendix). This sampling method is applicable in instances where the study population can be isolated into various mutually exclusive strata (Bryman, 2015). Many authors have studied star-rated hotels using stratification both in Kenya and abroad and this formed the basis of selecting this methodology (Jehad & Adel, 2013). The third stage entailed the employment of simple random sampling to select HoDs from each hotel selected. Mugenda and Mugenda (2003) recommended that any sample size that ranges from 10% to 30 % of the accessible target population is a good representation for descriptive studies hence the study adopted 30% of the total population for HoDs as the recommended representative.

**Table 3. 1 Sample Size**

<b>Employees</b>	<b>Population</b>	<b>Sample Size (30% of the population)</b>
Managers	30	30
Front Office	30	9
Food & Beverage Production	30	9
Food & Beverage Service	30	9
Finance & Control	30	9
Housekeeping	30	9
Sales & Marketing	30	9
Procurement	30	9
Security	30	9
Maintenance	30	9
Human Resource	30	9
Safety & Emergency	30	9
IT	30	9
Banqueting	30	9
<b>Total</b>	<b>420</b>	<b>147</b>

(Source: Tourism Regulatory Authority, 2018)

### **3.5 Data Collection Instruments**

These are tools applied while measuring variables in research (Mugenda & Mugenda, 2003). Primary data was collected through research questionnaires. Questionnaires are more efficient and less costly when dealing with many respondents (Burns & Burns, 2012). The research questionnaires were employed to explore the observations and opinions of the managers and HoDs on the variables under study. Cooper and Schindler (2014) noted that questionnaires provide ample time for the respondent to think through the questions before answering and deciding on whether to answer or skip. Questionnaires are also simple to administer and score. The questionnaire was divided into three sections dealing with several aspects of the study. A 5-point Likert scale was employed in measuring the variables.

### **3.6 Validity of Research Instruments**

Validity refers to the level by which a study instrument can establish what it is conceived for in a scientific study (Bolliger & Inam, 2012). Mugenda and Mugenda (2003) pointed out that validity

is very important in social sciences since all measurements are always indirect. Creswell (2014) noted that validity is at the heart of every study's believability. A pilot study was carried out to assess the face, content, and construct validity of study instruments.

Face validity deals with subjective assessment of the research instrument and the extent to which the researcher believes the one selected is more applicable. This study borrowed some of the research instruments from similar studies, in addition to ideas and concepts gathered from a wide range of literature. Content validity was evaluated by subjecting questionnaires to double-check. Expert judgment was employed so that theoretical dimensions emerged as conceptualized through adequate consultation with the supervisor and other lecturers in the university after a pilot testing of the questionnaire. A pilot study was carried out in three hotels under the category of two (2) star to validate the applicability of the research before engaging respondents. Suggestions were included in the final copy of the research instruments to enrich data. Construct validity was gained by operationalizing key terms to depict the theoretical inferences that build the conceptual framework.

### **3.7 Reliability of Research Instruments**

Crano and Brewer (2015) defined reliability as the degree of consistency of obtained data from a research instrument after several trials. The data collection instrument was subjected to a pilot test of three hotels rated 2-star to establish reliability where participants were requested to put forth suggestions on the accuracy and time required to fill a questionnaire. Necessary adjustments were made in consideration of the results of the pilot study. The outcome was important, particularly, in the construction of the final sample questionnaire for the study. The Internal consistency of the research instrument was measured using Cronbach's Alpha. Cronbach's Alpha is the reliability coefficient that shows how the items in a set are positively correlated to one another (Sekaran & Bougie, 2016).

**Table 3. 2 Reliability Statistics**

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Customer Focus	6	0.812
Employee Empowerment	5	0.803
Continuous Improvement	5	0.802
Top Management Commitment	6	0.793

**Source: (Research Data, 2019)**

The study established that customer focus had a Cronbach alpha of 0.812, employee empowerment had a Cronbach alpha of 0.803, continuous improvement had a Cronbach alpha of 0.802 and top management commitment had a Cronbach alpha of 0.793. According to Madan and Kensinger (2017) coefficients yield above 0.7 is acceptable while coefficient yield above 0.8 is very good. The study found out that all of the variables had a Cronbach alpha of above 0.7 an evidence that the variables were adequate for the study and the research tool was highly reliable.

### **3.7 Data Collection Procedures**

This entailed obtaining an authorization letter from Kenyatta University and a research permit from NACOSTI addressed to hotels requesting them to allow the researcher to access their managers and HoDs. The letter assured respondents of confidentiality along with a study summary intent stipulating the specific objectives of the research. The researcher used a well-trained research assistant. One hundred and forty-seven (147) questionnaires were administered to the respondents through operation managers or human resource departments of respective hotels. This was done so that a high response rate could be achieved. The filled questionnaires were picked later within a specified time from the concerned managers or HoDs. English was used since it is a corporate language used by hotels. The researcher and research assistant used Drop-off and Pick-up (DOPU) method to distribute questionnaires to the hotels. Data collection took approximately 4 months, data was thereafter, sorted, and collated for analysis and subsequent presentation.

### 3.8 Data Analysis and Presentation

Following the completion of the data collection process, research questionnaires were sorted to identify any incomplete, inaccurate or unreasonable data. Coding and entries were made into SPSS for further analysis. Frequencies and percentages were employed to analyze respondents' demographic characteristics and general information. The research findings were presented by use of tables and bar graphs. The study employed descriptive and inferential statistics. Descriptive analysis was applied to analyze the objectives where means and standard deviations were calculated. The inferential statistics employed included; standard multiple linear regression to test causal relationship between the variables and a One Way ANOVA to establish the existence of a significant difference on quality service delivery on the employment of total quality management practices.

### 3.9 Empirical Model

The correlation between dependent variable (quality service delivery) and independent variables (TQM practices) was tested. The model assumed multiple linear relationships, which was simplified as.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots$$

Where:

Y = quality service delivery (dependent variable)

$\beta_0$  = invariable amount signifying what quality service delivery would be without the effect of the independent variable

$\beta_1$ - $\beta_4$  =Regression Coefficient (unknown parameters)

$X_1$ :- Customer focus

$X_2$ :- Employee empowerment

$X_3$ :- Continuous improvement

$X_4$ :- Management commitment

$\varepsilon$ :- Error Term

### 3.10 Ethical Considerations

Authorization letter to carry out the research was obtained from the School of Business, Kenyatta University. The sampled hotels were coded rather than using their real names to guarantee

confidentiality. The researcher sought consents from the hotel managements before handing out the research questionnaires. Questionnaires were administered to respondents through their respective managements while giving an assurance of privacy and confidentiality information. The research questionnaire was designed to collect data directly linked to the research objectives, and no private or personal questions were asked from respondents. The research questionnaires were free of any degrading, discriminating or any other unacceptable language that could be deemed offensive to any members of the sample group. Finally, journals and books belonging to other authors used in this research study have been fully acknowledged using American Psychological Association (APA) Referencing System.

## CHAPTER FOUR FINDINGS AND DISCUSSION

### 4.1 Introduction

This chapter put forward the statistical analysis of data. Section one highlights the descriptive statistics obtained from the general information and demographic data of research participants. Section two identifies the research findings related to the study specific objectives. The research hypotheses included: there is no effect of customer focus on quality service delivery in 3 to 5 star hotels, employee empowerment does not affect quality service delivery in 3 to 5 star hotels, continuous improvement has no impact on quality service delivery in 3 to 5 star hotels, and top management commitment does not affect quality service delivery in 3 to 5 star hotels, Nairobi City County. In addition, the chapter examines the four objectives and strives to give feedback to the research hypotheses that yielded the study structure.

### 4.2 Response Rate

**Table 4 1: Survey Response Rate**

Category of Respondents	No. of Questionnaires Issued	No. of Questionnaires Returned	Response Rate
Managers	30	19	15.7%
HoDs	117	101	83.5%
Missing (999)		01	0.8%

**Source: (Research Data, 2019)**

The researcher distributed 147 questionnaires, out of which 121 were received from the field. This represented an overall successful response rate of 82.31%. The rest (17.69%) consisted of those questionnaires that were never returned. According to Fowler (2018), a survey with an 80-85% response rate done at a 95% confidence level and a margin of error of  $\pm 5\%$  is acceptable for self-administered questionnaires. In addition, the good response rate denotes that the findings are statistically significantly valid and can be generalized to the study population.

### **4.3 Demographic Findings**

This section describes the general information and demographic data of the hotel managers and HoDs surveyed during the study in Nairobi City County.

#### **4.3.1 Hotel Managers' and HoDs' Demographic Profile and General Information**

The results in Table 4.2 below describe the sample of the population of the managers and HoDs surveyed during the study by academic level and years of service. The Table also presents the general information such as years the hotel had been in existence and staff distribution per department.

**Table 4.2: Hotel Managers' and HoDs' Demographic Profile and General Information**

<b>Hotel's Years of Existence in Nairobi City County</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than five years	60	49.6
6-10 years	25	20.7
11-15 years	4	3.3
Over 15 years	32	26.34
Total	121	100.0
<b>Academic Level</b>		
Diploma	25	20.7
Degree	61	50.7
Postgraduate	35	28.9
Total	121	100.0
<b>Length of Service in the Hotel</b>		
Less than one year	26	21.5
2-4 years	34	28.1
5-7 years	26	21.5
8-10 years	25	20.7
Over 10 years	10	8.3
Total	121	100.0
<b>Departments</b>		
Food & Beverage Production	8	7.9
Housekeeping	9	8.9
Food & Beverage Service	9	8.9
IT	7	6.9
Banqueting	8	7.9
Front Office	9	8.9
Maintenance	9	8.9
Human Resources	8	7.9
Finance & Control	6	5.9
Sales & Marketing	7	6.9
Security	8	7.9
Procurement	8	7.9
Safety & Emergency	5	5.0
Total	101	100.0

**Source: (Research Data, 2019)**

#### **4.3.1.1 Hotel's Years of Existence in Nairobi City County.**

The study respondents were requested to indicate the number of years their hotels had been in existence. The findings according to Table 4.2 above depicts that 49.6% (n=60) of respondents indicated that their hotels have been existence for a period less than 5 years. A 20.7% (n=25) confirmed that their hotels had been in existence for between 6 to 10 years while 3.3% indicated that their hotels had operated for between 11 to 15 years. Similarly, 26.34% (n=32) respondents revealed that their hotels had operated for over 15 years. This analysis depicts that the hotel industry is a well-established sector in Kenya with more than half that is 50.4% (n=61) of the responses revealing that they had been in existence for more than 5 years. This information was imperative because the implementation of TQM practices with the aim of having a substantial effect on the quality service delivery must be monitored over a period. Some of these practices exhibit gradual impacts on quality service delivery. The more than 5 years of existence of most hotels means that they are able to adopt, implement, and evaluate the effects of various TQM practices on their quality service delivery without time factor being a challenge.

#### **4.3.1.2 Academic Level.**

It was vital to determine the academic level of hotel managers and HoDs because; in most cases academic level affects peoples' way of thinking, looking at issues, ability to make rational decisions as well as their understanding of concepts. It was therefore, considered that, in a way, the respondents' academic level could determine their ability to understand the selected TQM practices and their effects on quality service delivery in 3 to 5-star hotels in Nairobi City County. The findings in Table 4.2 above indicates that majority (50.7%; n=61) of hotel managers and HoDs had a degree level of education followed by those who had postgraduate education (28.9%; n=35). The group that had the least representation was those with a diploma at 20.7% of total respondents engaged in the study. The reason could be twofold. First, it could be that star-rated hotels have the financial capability to employ well-educated and skilled staff able to manage various aspects of quality service delivery. Second, employing a well-educated individual could be a strategy of gaining competitive advantage among star-rated hotels. This finding also implies that most respondents by virtue of their level of education were in a position to understand the research questions in the survey and provided meaningful responses in regards to the effects of the selected TQM practices to quality service delivery in their hotels.

#### **4.3.1.3 Length of Service.**

The duration an individual has served in a hotel signifies the attractiveness of the job in terms of the rewards offered and the general working environment. To this end, the managers and HoDs were requested to specify the number of years they had been in service with their respective hotels. The results in Table 4.2 above indicates that majority of hotel managers and HoDs (28.1%; n=34) had served in their respective establishments for a period of 2-4 years while those who had served over ten (10) years had the least representation at 8.3%. Although quite a number of hotels (29.64%) had existed over ten (10) years according to Table 4.2 above, only a partly 8.3% of managers and HoDs had worked in their respective hotels for over ten (10) years. This finding suggests that there could be a high employee turnover in these hotels. The probable explanation for this finding could be that hotels do not provide attractive packages, lack a clear reward system, and clear paths for career progression and training opportunities hence leading to low staff morale and lack of employee loyalty. This also contributes to poor implementation of TQM practices, time wastage, too many defects and errors in the service delivery, and poor quality service delivery if not checked.

#### **4.3.1.4 Departments**

The findings in Table 4.2 above shows that housekeeping, food & beverage service, front office, maintenance each had 8.9% representation by respondents, food & beverage production, banqueting, human resources, security, and procurement each had 7.9% representation by respondents. IT and sales & marketing had 6.9% representation by respondents. Finance & control and safety & emergency had 5.9% and 5% respectively. This shows that the study was conducted in all the selected departments of the hotels. This was proof that the researcher sought out reliable data for the study.

#### **4.4 Descriptive Statistics**

The study set out to establish the effects of TQM practices on quality service delivery in 3 to 5-star hotels, Nairobi City County, Kenya. Descriptive analysis as posited by Boone and Boone (2012) was used to generate mean scores, percentages, and standard deviations for each tenet. The obtained scores were used to measure the study variables, which include customer focus, employee

empowerment, continuous improvement, and management commitment as depicted in Table 4.3, 4.4, 4.5 and 4.6.

#### 4.4.1 Customer Focus

The study sought to investigate the effect of customer focus on quality service delivery in 3 to 5 star hotels in Nairobi City County, Kenya. Respondents were requested to indicate their level of agreement on each indicator. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Don't know=3, Disagree=2 and Strongly Disagree=1 was used. The results are in Table 4.3.

**Table 4 3: Customer Focus and Quality Service Delivery**

Indicator	N	Mean		Std. Deviation
		Statistic	Std. Error	Statistic
The hotel regularly conducts satisfaction surveys to understand customer needs	121	4.31	.076	.837
The hotel has a regular product review policy to cater for changing customer needs	121	4.13	.066	.730
The hotel benchmarks internal processes with minimum standards as set by TRA and the best practices in the industry	121	3.81	.064	.699
The hotel has a time limit for responding to customer grievances	121	3.96	.142	1.567
The hotel requires customers to have their grievances served by the contact employee	121	3.59	.068	.749
We offer what we promise, the right way first time	121	4.55	.074	.816
Valid N (listwise)	121			

**Source: (Research Data, 2019)**

These findings show that majority of the respondents strongly agreed that hotels offer what they promise, the right way the first time as supported by a mean and standard deviation of 4.55 and 0.816 respectively. Most respondents agreed that hotels regularly conduct satisfaction surveys to understand customer needs as supported by a mean and standard deviation of 4.31 and 0.837 respectively. This is supported by Lacle (2013) who stated that effective management of quality

service delivery depends on the level of dedication the management is willing to put to understand customers' needs. Majority of the respondents indicated that their hotels have regular product review policies to cater to changing customer needs as supported by a mean and standard deviation of 4.13 and 0.730 respectively. This agrees with Fader (2012) who stated that customer-focused organizations do study the client's worthiness and focus their marketing efforts on the consumer segment with high demand. Majority of the respondents agreed that their hotels have time limits for responding to customer grievances as supported by a mean and standard deviation of 3.96 and 1.567 respectively.

The study went further to establish that most respondents specified that their hotels benchmark internal processes with minimum standards as set by TRA and the best practices in the industry as supported by a mean and standard deviation of 3.81 and 0.699 respectively. In addition, the research confirmed that majority of the respondents agreed that their hotel requires customers to have their grievances served by the contact employees as supported by a mean of 3.59 with a standard deviation of 0.749. This confirms the assertions by Subburaj (2012) who argued that workers are the strength of the organization, prime contributors to its success and any progress can only because of them. The results according to Table 4.3 indicate each of the sub-variables gave a mean score of almost five (5) with low standard deviations. As posited by Boone and Boone (2012), a low standard deviation implies that responses from survey respondents clustered around the means.

#### **4.4.2 Employee Empowerment**

The study sought to investigate the effect of employee empowerment to quality service delivery in 3 to 5-star hotels in Nairobi City County, Kenya. Respondents were requested to indicate their level of agreement on each indicator. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Don't know=3, Disagree=2 and Strongly Disagree=1 was used. The results are in table 4.4.

**Table 4 4: Employee Empowerment and Quality Service Delivery**

Indicator	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Employees are part and parcel of decision making process in the hotel	121	4.34	.043	.475
Employee motivation influences the quality of service level	121	4.31	.042	.463
Employees are trained in problem solving skills and service recovery techniques in service delivery	121	4.29	.096	1.052
Top management delegates duties to employees as part of successive leadership	121	4.13	.031	.340
Top management provides up to date equipment and right tools for employees to deliver quality service delivery	121	4.05	.020	.218
Valid N (listwise)	121			

**Source: (Research Data, 2019)**

The study found out that most respondents agreed that their hotels consider employees as part and parcel of the decision-making process as supported by a mean of 4.34 with a standard deviation of 0.475. This finding is in agreement with Mustafa and Bon (2012) who stated that staff involvement results in better organization’s performance, better quality service delivery, customer and job satisfaction, better competitive advantage, and enhanced work process. Most respondents agreed that employee motivation influences the quality of service level offered by their hotels as supported by a mean and standard deviation of 4.31 and 0.463 respectively. Majority of the respondents agreed that hotels train their employees in problem-solving skills and service recovery techniques in service delivery as supported by a mean of 4.29 with a standard deviation of 1.052. This supports the assertion by Arshida and Agil, (2012) that staff at all ranks must embrace quality education and training as it assists them in their ranks to make meaning of quality management programs and their roles in executing total quality management practices.

The research further discovered that most respondents acknowledged that top managements delegate duties to employees as part of successive leadership in their hotels as supported by a mean

and standard deviation of 4.13 and 0.340 respectively. This is supported by Subburaj (2012) who stated that workers are the strength of the organization and prime contributors to their success and any progress can only be because of them. Most respondents agreed that the hotels' top managements provide up to date equipment and the right tools for employees to deliver quality service delivery as supported by a mean and standard deviation of 4.05 and 0.218 respectively. This confirms the assertion by Sofijanova and Chatleska (2013) that employee empowerment allows an organization to have a better understanding of where it can potentially make quality improvements.

#### 4.4.3 Continuous Improvement

The study sought to investigate the effect of continuous improvement to quality service delivery in 3 to 5-star hotels in Nairobi City County, Kenya. Respondents were requested to indicate their level of agreement on each indicator. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Don't know=3, Disagree=2 and Strongly Disagree=1 was used. The results are in Table 4.5.

**Table 4 5: Continuous Improvement and Quality Service Delivery**

Indicator	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
The vision of the hotel is well understood and everyone has ascertained mission to support the priorities of the vision	121	4.47	.046	.501
Improvement opportunities are identified using statistical methods	121	3.45	.064	.707
The hotel lacks a proper defined Plan, Do, Check, Act Cycle	121	1.88	.068	.744
The hotel makes use of quality circles or innovation groups within the hotel to improve and come up with efficient processes to existing systems	121	4.26	.040	.443
The hotel is committed to train employees on new skills that seek to improve existing systems and processes	121	4.47	.046	.501
Valid N (listwise)	121			

**Source: (Research Data, 2019)**

The study pointed out that majority of the respondents agreed that the vision of their hotels is well understood and everyone has ascertained the mission to support the priorities of the vision as supported by a mean of 4.47 with a standard deviation of 0.501. This finding is in agreement with Alabar and Hadiza (2013) who stated that top management should encourage team spirit rather than individualism amongst the staff so that everyone no matter the demographic differences get inspired and put their efforts towards the same vision. Most respondents agreed that their hotels are committed to training employees on new skills that seek to improve existing systems and processes as supported by a mean and standard deviation of 4.47 and 0.501 respectively. This is in agreement with the assertion by Madar (2016) that staff development, continuous training and inputs are critical elements for any continuous improvement exercise geared towards quality service delivery. Majority of the respondents indicated that their hotels make use of quality circles or innovation groups within the hotel to improve and come up with efficient processes to existing systems as supported by a mean and standard deviation of 4.26 and 0.443 respectively. This supports the argument by Lacle (2013) that employees are the drivers of any continuous improvement programs; they are the ones who actualize all the set quality standards during customer-employee interactions.

The study further determined that majority of the respondents disagreed that their hotels lack a proper defined Plan, Do, Check, Act Cycle as supported by a mean and standard deviation of 1.88 and 0.774 respectively. This implies that the star-rated hotels have proper PDAC model that help them check on the level of quality of service offered. Most respondents indicated their moderate agreement that improvement opportunities are identified using statistical methods by their hotels as supported by a mean of 3.45 with a standard deviation of 0.707. This confirmed the assertion by Neyestani (2017) that organizations should adopt the PDCA cycle in their processes. The tool is important in process control because it allows an organization gather critical data on the root cause of problems, offers solutions to problems, measures process to determine effectiveness, update teams on changes in the processes and suggests mitigation measure in case of defects and errors (Neyestani, 2017).

#### 4.4.4 Top Management Commitment

The study sought to investigate the effect of top management commitment on quality service delivery in 3 to 5-star hotels in Nairobi City County, Kenya. Respondents were requested to indicate their level of agreement on each indicator. A Likert scale of 1-5 where; Strongly agree=5, Agree=4, Don't know=3, Disagree=2 and Strongly Disagree=1 was used. The findings are in Table 4.6.

**Table 4 6: Top Management Commitment and Quality Service Delivery**

Indicator	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
The hotel top management has clearly defined policies on quality	121	4.72	.041	.451
The top management always use quality tools e.g. statistical methods, cause effect diagrams etc to make decisions	121	3.98	.033	.365
Delegation and teamwork by staff are highly prioritized by the top management	121	4.69	.042	.466
Top management adheres to process control to prevent defective services	121	4.29	.041	.455
The top management commits to quality activities such as internal quality audit, quality assurance and quality awareness programs	121	4.67	.045	.490
The top management commits to particular quality certified suppliers and compare their standards with those of industry best performers	121	4.25	.072	.788
Valid N (listwise)	121			

**Source: (Research Data, 2019)**

The study determined that majority of the respondents strongly agreed that hotel management have clearly defined policies on quality as supported by a mean and standard deviation of 4.72 and 0.451 respectively. Majority of the respondents strongly agreed that delegation and teamwork by staff are highly prioritized by their hotels' top management as supported by a mean and standard deviation of 4.69 and 0.466 respectively. These results are in agreement with Pheny and Teo (2013)

who highlighted that an organization top management has the responsibility of providing the quality vision within an organization. In addition, top management is tasked with training, delegating authority, and recognizing staff for quality achievements (Pheny & Teo, 2013). Most respondents strongly agreed that top managements of their hotels commit to quality activities such as internal quality audit, quality assurance, and quality awareness programs as supported by a mean and standard deviation of 4.67 and 0.490 respectively. This is incoherent with the finding by Garvin (2014) who stated that a prosperous quality management system solely depends on the degree of commitment by the top management. Most respondents indicated that their top management adhere to process control to prevent defective services as supported by a mean and standard deviation of 4.29 and 0.455 respectively.

The study additionally confirmed that majority of the respondents agreed that their top managements commit to particular quality certified suppliers and compare their standards with those of industry best performers as supported by a mean of 4.25 with a standard deviation of 0.788. Majority of the respondents indicated that their top managements always use quality tools e.g. statistical methods, cause-effect diagrams, etc. to make decisions as supported by a mean of 3.98 with a standard deviation of 0.365. This affirms the finding by Neyestani (2017) who noted that the quality control phase of quality improvement involves using statistical tools in ascertaining the real performance and acting on the gap between performance and target.

#### **4.4.5 Quality Service Delivery**

Respondents were asked to indicate the extent to which they agreed to the statements regarding quality service delivery in 3 to 5-star hotels in Nairobi City County, Kenya on a Likert scale of 1-5 where; Strongly Disagree=1, Disagree=2, Don't know=3, Agree=4, Strongly agree=5. The results are as shown in Table 4.7

**Table 4 7: Descriptive Statistics on Quality Service Delivery**

Indicator	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
With TQM practices, the hotel has the ability to offer dependable service	121	4.50	.046	.502
TQM practices enable hotel to provide prompt service	121	4.51	.047	.518
With TQM practices, the hotel has the ability to generate and issue correct invoices/bills	121	4.36	.054	.590
Willingness of staff to help customers has improved with TQM practices	121	4.55	.050	.547
With TQM practices, employees are courteous, friendly and polite	121	4.50	.053	.579
Trustworthiness, believability and honesty of employees have improved with TQM practices	121	4.71	.041	.455
TQM practices enable flexibility of staff towards customers' schedules	121	4.64	.044	.483
With TQM practices, hotel employs caring and understanding staff	121	4.69	.051	.560
With TQM practices, hotel staff cares and provides individualized attention to clients.	121	4.69	.051	.560
Appearance of service staff has improved with TQM practices	121	4.55	.045	.500
Appearance of your hotel facilities and equipment has improved with TQM practices	121	4.02	.069	.764
Valid N (listwise)	121			

**Source: (Research Data, 2019)**

The study determined that most respondents strongly acknowledged that trustworthiness; believability and honesty of employees have improved with the adoption of TQM practices with a

mean and standard deviation of 4.71 and 0.455 respectively. Majority of respondents agreed that TQM practices have enabled hotels to employ caring, understanding staff who are able to provide individualized attention to clients. Each had a mean of 4.69 with a standard deviation of 0.560. This supports the assertion by Bahadur *et al*, (2018) that staff empathy is a critical factor in customer satisfaction in employee-customer encounters. Harr (2008) noted that a customer focus strategy should be the one that shows empathy to customers during service delivery. Wolf (2014) stated that consumer purchase behavior is shifting towards emotional connection and any quality management practice should evoke this emotional connection during service encounters. Majority of the respondents indicated that TQM practices enable flexibility of staff towards customers' schedules as supported by a mean and standard deviation of 4.64 and 0.483 respectively. Majority of the respondents agreed that the willingness of staff to help customers has improved with the adoption of TQM practices as supported by a mean of 4.55 with a standard deviation of 0.547. Zeithaml *et al* (2013) encouraged organizations to put customers first rather than the hotel itself as proof of responsiveness. Majority of respondents agreed that the appearance of service staff has improved with the employment of TQM practices with a mean and standard deviation of 4.55 and 0.500 respectively.

The research further discovered that majority of the respondents indicated that TQM practices enable hotels to provide prompt service to customers as supported by a mean and standard deviation of 4.51 and 0.518 respectively. Most respondents agreed that with TQM practices, their hotels have the ability to offer dependable service with a mean and standard deviation of 4.50 and 0.502 respectively. This is in agreement with the argument by Sabir *et al* (2014) that the more a hotel is reliable in terms of quality service delivery the more clients are pleased and contented with the service offering. The finding is also incoherent with Watiki (2014) who observed that reliability is an important aspect of quality service delivery and has a great impact to the performance of hotels. Majority of the respondents indicated that with the employment of TQM practices by their hotels, employees are courteous, friendly and polite as supported by a mean of 4.50 with a standard deviation of 0.579. Majority of the respondents agreed that with the adoption of TQM practices, their hotels have the ability to generate and issue correct invoices/bills with a mean of 4.36 with a standard deviation of 0.590. Most respondents acknowledged that the appearance of their hotel facilities and equipment has improved with the employment of TQM practices with as supported

by a mean of 4.02 with a standard deviation of 0.764. Zeithaml et al (2013) noted customers evaluate and make meaning of the physical evidence of the company in addition to the tools of trade used in the provision of the service hence tangibles determine customers experience in the final service offering.

#### 4.5 Inferential Statistics

The study carried out multiple regression analysis to establish the effects of total quality management practices on quality service delivery in 3 to 5-star hotels in Nairobi City County, Kenya. The findings of Model Summary, ANOVA, and Regression coefficient are shown in the successive sections.

##### 4.5.1 Model Summary

The findings of the coefficient of correlation and coefficient of determinations were identified by the researcher. The results are as shown in Table 4.8.

**Table 4 8: Model Summary of TQM Practices and Quality Service Delivery**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 <sup>a</sup>	.836	.832	3.42294

a. Dependent Variable: Quality Service Delivery

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

*Computed using  $\alpha=0.05$*

Table 4.8 shows the R and R<sup>2</sup> values. The R constitutes the simple coefficient of correlation, which shows the strength and direction of the relationship. In this case the ‘R’ value is 0.918 (the “R” column) which indicates a very high degree of correlation between TQM practices and quality service delivery. It is an indication that TQM practices have strong significant positive effects on quality service delivery in 3 to 5-star hotels in Nairobi City County. The R<sup>2</sup> value represents the coefficient of adjusted determination which normally denotes how much of the total variation in the dependent variable (quality service delivery) can be described by the independent variables

(customer focus, employee empowerment, continuous improvement, and top management commitment). Particularly, in this case, 83.2% can be described, which is considerably large. The residual of 16.8 % can be attributed to other elements beyond the scope of this study. The next table to consider is the ANOVA Table 4.9 below. The ANOVA Table usually outlines how well the regression equation fits the data that is predicting the dependent variable.

#### 4.5.2 ANOVA<sup>a</sup> for TQM Practices and Quality Service Delivery in 3 to 5 star hotels

ANOVA was conducted at 5% level of significant level. A comparison was carried out between  $F_{\text{Calculated}}$  and  $F_{\text{Critical}}$ . The results are shown in Table 4.9.

**Table 4. 9: ANOVA for TQM Practices and Quality Service Delivery**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3,970.322	4	1,698.550	249.787	.000 <sup>b</sup>
Residual	1,817.182	116	15.358		
Total	5787.504	120			

a. Dependent Variable: Quality service delivery

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

From the above Table 4.9, it is shown that the regression model is able to predict the dependent variable significantly well. This is determined by looking at the “regression” row, “sig” column. From this row, it shows that “sig” =0.000 (P-value) is less than 0.05. It can be deduced that the regression model that was applied had statistical significance. In addition, the  $F_{\text{Calculated}}$  was 249.787 and  $F_{\text{Critical}}$  was 2.450. Since  $249.787 > 2.450$  it is another indication that the general regression model significantly affected the study. The third Table to consider is the coefficients Table 4.10 below.

#### 4.5.3 Coefficients

To establish the effects of total quality management practices on quality service delivery in three (3) to five (5) star hotels in Nairobi City County, the following coefficients were generated.

**Table 4.10: Coefficients for TQM Practices and Quality Service Delivery**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	72.555	6.277		21.101	.000
Customer Focus	3.990	.503	.276	3.604	.000
Employee Empowerment	3.445	.297	.319	4.853	.000
Continuous Improvement	3.430	.747	.388	4.590	.000
Top Management Commitment	2.446	.135	.857	18.170	.000

a. Dependent Variable: Quality service delivery

From Table 4.10, the resultant regression equation becomes;

$$Y = 72.555 + 3.99X_1 + 3.445X_2 + 3.430X_3 + 2.446X_4$$

Quality service delivery = 72.555 + 3.99(Customer Focus) + 3.445(Employee Empowerment + 3.430(Continuous Improvement) + 2.446(Top Management Commitment)

The regression equation indicates that for every additional element of TQM practices, you can expect the quality service delivery in 3 to 5-star hotels to be affected by the values indicated in the “B” column. When all factors (continuous improvement, employee empowerment, top management commitment, and customer focus) were held constant, quality service delivery in 3 to 5-star hotels would be at 72.555. A unit increase in customer focus with all other factors constant results to 3.99 of quality service delivery. One unit increase in employee empowerment when all the other factors were held constant, quality service delivery would be at 3.445. A unit increase in continuous improvement with all the other factors constant, quality service delivery would be at 3.430. One unit increase in top management commitment when all other factors were held

constant, quality service delivery would be at 2.446.

At 95% level of confidence and 5% level of significance, the significance values of all the four independent variables under study were below the critical value of 0.05, indicating a presence of a significant positive relationship between independent variables (customer focus, employee empowerment, continuous improvement and top management commitment) and dependent variable (quality service delivery). The low P-value ( $P=0.000$ ) also means that the results can be generalized to the population of the study from where the sample was drawn. Based on this premise, it would be admissible to conclude with 95% confidence that the adoption of TQM practices has statically significant effects on quality service delivery in 3 to 5-star hotels in Nairobi City County.

These findings concur with that of (Neyestani, 2017; Stock, 2016; Madar, 2016; Drollinger & Comer, 2013; Lacle, 2013; Shavrovskaya, 2013; Barrows & Powers, 2012; Rugendo, 2012; Gilaninia, 2012; Sofijanov& Chatleska, 2013; Subburaj, 2012) who stated that implementation of TQM practices in an organization usually better the quality service delivery, enhances performance, competitiveness, and efficiency. These studies have advocated for a well-coordinated TQM practices adoption. For instance, the studies have recommended staff and customer involvement customers as key stakeholders, visionary leadership from top management, and motivation of employees, continuous training of staff, employment of quality measurement systems, and process audit using tools like PDCA for continuous improvement.

#### **4.5.3.1 Customer Focus and Quality Service Delivery**

The first objective sought to investigate the effect of customer focus on quality service delivery in 3 to 5-star hotels, Nairobi City County. A null hypothesis  $H_{01}$  was formulated on the premise that there was no known effect of customer focus on quality service delivery in 3 to 5-star hotels, Nairobi City County. Table 4.10 indicates that the coefficient of customer focus was 0.276 with a beta coefficient of 0.276. This means that a unit increase in customer focus would consequently result in a 27.6% increase in the value of quality service delivery showing a direct relationship between customer focus and quality service delivery in 3 to 5-star hotels in Nairobi City County. The t-statistic was 3.64 with a corresponding p-value of 0.000. Therefore, at  $P < 0.001$  level of

significance the null hypothesis is rejected implying that there was a significant effect of customer focus on quality service delivery in 3 to 5-star hotels in Nairobi City County. On the basis of these statistics, the study established the existence of a significant positive relationship between customer focus and quality service delivery in 3 to 5-star hotels in Nairobi City County. This finding supports the assertion by Fening *et al* (2013) that organizations must prioritize customers in every decision-making process by actively involving them in service design and development process to provide the necessary inputs that are essential for preventing waste, flaws, and quality issues in order to achieve better quality service delivery. Garvin (2017) noted that organizations must not only see quality service delivery as a way of protecting consumers from annoyances but also a strategic weapon for competing in the current marketplace while at the same time a means of pleasing them.

#### **4.5.3.2 Employee Empowerment and Quality Service Delivery**

The second objective explored the effect of employee empowerment on quality service delivery in 3 to 5-star hotels, Nairobi City County. A null hypothesis  $H_{02}$  was formulated on the assumption that employee empowerment does not affect quality service delivery in 3 to 5 star hotels, Nairobi City County. Table 4.10 indicates that the coefficient of employee empowerment was 0.319 with a beta coefficient of 0.319. This means that a unit increase in employee empowerment would subsequently result in a 31.9% increase in the value of quality service delivery showing a direct relationship between employee empowerment and quality service delivery in 3 to 5-star hotels in Nairobi City County. The t-statistic was 4.853 with a corresponding P-value of 0.000. Therefore, at  $P < 0.001$  level of significance the null hypothesis is rejected implying that there is a significant effect of employee empowerment on quality service delivery in 3 to 5-star hotels in Nairobi City County. Based on these statistics, the study determined the presence of a significant positive relationship between employee empowerment and quality service delivery in 3 to 5-star hotels in Nairobi City County. This confirms the argument by Sofijanovna and Chatleska (2013) that employee empowerment is very critical in the delivery of quality service delivery as it allows an organization to have a better understanding of where it can potentially make quality improvements. The finding also supports the assertion by Baumgartner (2014) that employee empowerment enhances quality service delivery because of the freedom to do anything necessary so long as staff remain focused on the values and always working hard to create a memorable experience for

customers.

#### **4.5.3.3 Continuous Improvement and Quality Service Delivery**

The third objective established the effect of continuous improvement on quality service delivery improvement in 3 to 5-star hotels, Nairobi City County. A null hypothesis  $H_{03}$  was formulated on the assumption that continuous improvement has no impact on quality service delivery in 3 to 5 star hotels, Nairobi City County. Table 4.10 shows that the coefficient of continuous improvement was 0.388 with a beta coefficient of 0.388. This shows that a unit increase in continuous improvement would eventually result in a 38.8% increase in the value of quality service delivery depicting a direct relationship between continuous improvement and quality service delivery in 3 to 5-star hotels in Nairobi City County. The t-statistic was 4.590 with a corresponding P-value of 0.000. Therefore, at  $P < 0.001$  level of significance the null hypothesis is rejected implying that there is a significant effect of continuous improvement on quality service delivery in 3 to 5-star hotels in Nairobi City County. From these statistics, the study found out the existence of a significant positive relationship between continuous improvement and quality service delivery in 3 to 5-star hotels in Nairobi City County. This confirms the argument by Madar (2016) that proper implementation of a continuous improvement program in an organization is very instrumental to the success of the service organization. Jeremiah (2015) also asserted that an organization should have a continuous improvement program for it to keep its competitiveness in any business environment.

#### **4.5.3.4 Top Management Commitment and Quality Service Delivery**

The fourth objective established the effect of top management commitment to quality service delivery in 3 to 5-star hotels, Nairobi City County. A null hypothesis  $H_{04}$  was formulated on the premise that top management commitment does not affect quality service delivery in 3 to 5 star hotels, Nairobi City County. Table 4.10 indicates that the coefficient of top management commitment was 0.857 with a beta coefficient of 0.857. This shows that a unit increase in continuous improvement would consequently result in an 85.7% increase in the value of quality service delivery depicting a direct relationship between continuous improvement and quality service delivery in 3 to 5-star hotels. The t-statistic was 18.170 with a corresponding P-value of 0.000. Therefore, at  $P < 0.001$  level of significance the null hypothesis is rejected implying that

top management commitment has a significant effect on quality service delivery in 3 to 5-star hotels. Based on these statistics, the study established there is a significant positive effect of top management commitment on quality service delivery in 3 to 5-star hotels in Nairobi City County. This confirms the finding by Garvin (2014) who stated that the top management commitment is the determinant for any prosperous quality management execution.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter provides a summary of the research findings in relation to the four objectives and hypotheses that formed the framework for the research. It similarly provides the conclusions of the research as drawn in chapter four. Also, this chapter highlights the recommendations for policy and practice and provides suggestions for further research.

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

The main objective of the study was to establish the effects of total quality management practices on quality service delivery in three (3) to five (5) star hotels in Nairobi City County. The study was guided by four null hypotheses; H<sub>01</sub>: there is no effect of customer focus on quality service delivery in 3 to 5 star hotels, H<sub>02</sub>: employee empowerment does not affect quality service delivery in 3 to 5 star hotels, H<sub>03</sub>: continuous improvement has no impact on quality service delivery in 3 to 5 star hotels, and H<sub>04</sub>: top management commitment does not affect quality service delivery in 3 to 5 star hotels, Nairobi City County. The research employed a descriptive research design and a cross-sectional survey design.

The study used census in selecting 3 to 5-star hotels in Nairobi City County. Besides, the study targeted the management levels of the hotels where stratified sampling was used for HoDs and purposive sampling for hotel managers. A total number of 30 respondents formed the sample size for managers while 117 formed the sample size for HoDs. The study relied on primary data. The collection of primary data was done for a period of 5 months from August to December 2019 and coding was done through SPSS for analysis.

##### **5.2.1 Customer Focus and Quality Service Delivery in 3 to 5 Star Hotels**

The research established that customer focus as a TQM practice had a significantly positive relationship with quality service delivery in 3 to 5-star hotels in Nairobi City County. The research discovered that majority of the respondents agreed that their hotels offer what they promise, the right way the first time and regularly conduct satisfaction surveys to understand customer needs.

Also, the study established that majority of respondents agreed that their hotels have regular product review policy to cater for changing customer needs.

### **5.2.2 Employee Empowerment and Quality Service Delivery in 3 to 5 Star Hotels**

Employee empowerment was determined to have a significant positive effect on quality service delivery in 3 to 5-star hotels in Nairobi City County. It was established that most respondents agreed that their hotels consider employees as part and parcel of the decision-making process and believe that employee motivation influences the quality of service level. Additionally, majority of respondents agreed that their hotels train employees on problem-solving skills and service recovery techniques in service delivery.

### **5.2.3 Continuous Improvement and Quality Service Delivery in 3 to 5 Star Hotels**

The study determined that there was a significant positive effect of continuous improvement on quality service delivery in three (3) to five (5) star hotels in Nairobi City County. Most respondents agreed that their hotels; have visions that are well-understood and everyone has ascertained the mission to support the priorities of the vision, are committed to train employees on new skills that seek to improve existing systems and processes. In addition, their hotels make use of quality circles or innovation groups to improve and come up with efficient processes to existing systems.

### **5.2.4 Top Management Commitment and Quality service delivery in 3 to 5 Star Hotels**

The research demonstrated that top management commitment had a positive relationship with quality service delivery in 3 to 5-star hotels in Nairobi City County. It was established that most respondents agreed that their hotel management; have clearly defined policies on quality and prioritize delegation and teamwork by staff. Additionally, most respondents agreed that their hotels commit to quality activities such as internal quality audit, quality assurance, and quality awareness programs and adhere to process control to prevent defective services.

## **5.3 Conclusion**

The study concludes that 3 to 5-star hotels in Nairobi City County offer what they promise, the right way the first time. These hotels regularly conduct satisfaction surveys to understand customer

needs. The 3 to 5-star hotels have regular product review policies to cater to changing customer needs. The hotels' top managements benchmark their internal processes with minimum standards as set by TRA and the best practices in the industry. The top managements of these hotels empowers staff who are encouraged to handle customers' grievances.

The study concludes that the employees in 3 to 5 star hotels are part and parcel of decision-making process. Hotels of these categories take into account that employee motivation as a critical influencer of the quality of service. These category of hotels train employees on problem-solving skills to enhance service recovery techniques in service delivery. Successive leadership was encouraged by the top management of these hotels through delegation of duties to employees. The top management always provided up to date equipment and the right tools for employees to ensure timely delivery of quality service delivery by their hotels.

The study concludes that 3 to 5-star hotels in Nairobi City County had visions that were well understood by every employee and everyone had ascertained mission to support the priorities of the vision. Top management of these hotels are committed to train employees on new skills that seek to improve existing systems and processes. These hotels make use of quality circles or innovation groups to improve and come up with efficient processes to existing systems. PDCA model is employed by these hotels to help them check on the quality of services offered. The top management of the hotels adopted statistical methods more often to identify opportunities.

The study further concludes that 3 to 5-star hotels in Nairobi City County had clearly defined policies on quality and prioritize delegation and teamwork by staff. The hotel management was committed to quality activities such as internal quality audits, quality assurance, and quality awareness programs. These hotels adhered to process control to prevent defective services. These hotels compared their standards with those of industry best performers and always used quality tools for example statistical methods to make decisions.

#### **5.4 Recommendations**

The study recommends that 3 to 5-star hotels should always offer what they promise, the right way the first time. They should conduct regular satisfaction surveys to understand customer needs to

offer better services. Hotels ought to have regular product review policies to cater to changing customer needs on time and offer better quality service delivery. These hotels should have a robust customer care team and ought to respond to customer needs, queries, and inquiries around the clock. The hotels ought to benchmark their internal process with minimum standards as set by TRA and the best practices in the industry. These hotels should train contact employees on complaint management.

The study recommends that the 3 to 5-star hotels should have a policy on employee empowerment and the management ought to appreciate and reward all employees commensurately regarding their input towards quality service delivery. The hotels should reward and motivate employees. The hotels should build capacity among employees through continuous training in problem-solving skills to enhance service recovery and to improve service delivery. Hotel employees ought to be involved in decision-making processes. Successive leadership ought to be encouraged by the top management of these hotels through delegation of duties to employees. The hotels should provide up to date equipment and the right tools for employees to ensure timely delivery of quality service delivery.

The study recommends that the 3 to 5-star hotels should have clearly outlined vision and mission that reflect the expected quality to be achieved and must be well understood by employees. These hotels should conduct continuous training of employees on new skills that sought to improve existing systems and processes. These hotels should make use of quality circles or innovation groups to improve and come up with efficient processes to existing systems. The hotels should employ quality circles or innovation groups to improve processes. The hotels ought to empower staff to deliver and participate in improving firm systems. PDCA model and statistical methods should be adopted by these hotels to check on the quality of services offered and the identification of opportunities.

The study further recommends that the 3 to 5-star hotels ought to have clearly defined policies on quality and highly prioritized delegation of work and teamwork by staff. The top management should conduct internal quality audit, quality assurance, and institute quality awareness programs for better quality service delivery. The top management ought to adhere to process control to

prevent defective services. Supplies for these hotels should be obtained from quality certified suppliers. These hotels ought to benchmark their standards with those of industry best performers and always use quality tools e.g. statistical methods to make decisions.

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

First, this study focused on the effects of total quality management practices on quality service delivery in 3 to 5-star hotels in Nairobi City County. The applicability of the findings of this study may not be relevant to all hotels in the same category in developing countries especially in Africa. This is because of the huge differences in the cultural and socio-political environments, which determine the way organizations in these regions are structured and how they implement TQM practices. Therefore, more similar studies ought to be carried out in other counties in Kenya and by extension other countries in Africa for better understanding and generalizability of the findings.

Secondly, even though longitudinal research is costly and requires too much time, future studies would gain from examining the current study's model by subjecting it to longitudinal research design to establish the causal relationships more precisely. Lastly, the research depended on primary data that was gathered by the use of questionnaires, future researchers ought to conduct a related study but employing secondary data. The study had a coefficient of adjusted determination of 0.832, which is 83.2%, this gives a residual of 16.8% that can be explained by other factors beyond the scope of this study. Future researchers ought to dwell on these other factors.

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# APPENDICES

## APPENDIX I: APPROVAL FROM GRADUATE SCHOOL



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

A handwritten signature in black ink, enclosed in a circle.

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/33255/2015

DATE: 30<sup>th</sup> May, 2019

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR ALPHONCE ODHIAMBO JUMA - REG. NO. D53/CTY/PT/33255/2015.

I write to introduce Alphoncé Odhiambo Juma who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Alphoncé intends to conduct research for a M.B.A Project Proposal entitled, "Effects of Total Quality Management Practices on Service Quality in 3 to 5 Star Hotels, Nairobi City County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in black ink, appearing to be 'E. Kimani'.

PROF. ELISHIBA KIMANI  
AG. DEAN, GRADUATE SCHOOL

EM/lnn

**APPENDIX II: RESEARCH PERMIT**

**Permit No : NACOSTI/P/19/392999/31148**

**Date Of Issue : 27th June,2019**

**Fee Received :Ksh 1000**

**MR. ALPHONSE ODHIAMBO JUMA**  
**of KENYATTA UNIVERSITY, 0-100**  
**NAIROBI, has been permitted to conduct**  
**research in Nairobi County**



**on the topic: EFFECTS OF TOTAL**  
**QUALITY MANAGEMENT PRACTICES ON**  
**SERVICE QUALITY IN 3 TO 5 STAR**  
**HOTELS, NAIROBI CITY COUNTY, KENYA**

**for the period ending:**  
**24th June,2020**

*[Handwritten Signature]*  
**Director General**  
**National Commission for Science,**  
**Technology and Innovation**

*[Handwritten Signature]*  
**Applicant's**  
**Signature**

### **APPENDIX III: RESEARCHER'S INTRODUCTORY LETTER**

To Whom It May Concern

Dear Sir/Madam,

#### **RE: REQUEST TO COMPLETE RESEARCH QUESTIONNAIRE**

I am Juma Alphonce currently pursuing MBA at Kenyatta University. It is my obligation to do and write a research paper as a requirement for an award of a master degree. The topic under study is **Effects of TQM practices on Quality Service Delivery in 3 to 5 star hotels in Nairobi, Kenya.** I believe the outcome of this research will help the hotel in formulating quality service delivery improvement strategies that will help differentiate and improve hotel products and service for both local and international clients.

The attached research questionnaire is aimed at collecting relevant information about your organization in connection to the area under research. Whatever response you will give for the study will be treated with a lot of confidentiality. Please complete all the sections as objectively as possible. Your cooperation will be highly appreciated.

Yours faithfully,

Juma Odhiambo Alphonce

D53/CTY/PT/33255/2015

[alphoncej@ymail.com](mailto:alphoncej@ymail.com)

Kenyatta University

## APPENDIX IV: QUESTIONNAIRE

### SECTION A: GENERAL INFORMATION

I appreciate you for taking your time to fill this questionnaire. Your response to the questions herein will be treated a lot of confidentiality.

Kindly provide answers to all questions as best as you can. Please Tick as appropriate

1.. How long has the hotel operated in Nairobi City County?

Less than 5 years [ ]    6-10 years [ ]    11-15 years [ ]    Over 15 years [ ]

2.. Academic level?

Primary [ ]    Secondary [ ]    Certificate [ ]  
Diploma [ ]    Degree [ ]    Post Graduate [ ]

3. How long have you been employed by the hotel?

Less than 1 year [ ]    2-4 years [ ]    5-7 years [ ]    8-10 years [ ]    Over 10 years [ ]

4. Under which department/division do you belong?

Food and Beverage Production [ ]    Food and Beverage Service [ ]    Human Resource [ ]  
Procurement [ ]    IT [ ]    Security [ ]    Front office [ ]    Housekeeping [ ]    Banqueting [ ]  
Finance & Control [ ]    Maintenance [ ]    Safety & Emergency [ ]    Sales and Marketing [ ]

## SECTION B: TOTAL QUALITY MANAGEMENT PRACTICES

Kindly express with a tick your opinion on the below statements. Apply a scale of:

1= strongly disagree    2= disagree    3=don't know    4= agree    5=strongly agree

### 5. Customer Focus

		Response				
No	Description	1	2	3	4	5
I.	The hotel regularly conducts satisfaction surveys to understand customer needs.					
II.	The hotel has a regular product review policy to cater for changing customer needs.					
III.	The hotel benchmarks their internal processes with minimum standards as set out by TRA and the best practices in the industry.					
IV.	The hotel has a time limit for responding to customer grievances.					
V.	The hotel requires customers to have their grievances served by the contact employee.					
VI.	We offer what we promise, the right way first time					

### 6. Employee Empowerment

		Response				
No	Description	1	2	3	4	5
I.	Employees are part and parcel of decision making process in the hotel					
II.	Employee motivation influences the quality of service offered					
III.	Employees are trained in problem solving skills and service recovery techniques in service delivery.					
IV.	Management delegates duties to employees as part of successive leadership.					
V.	Management provides up to date equipment and right tools for employees to deliver quality service delivery.					

## 7. Continuous Improvement

		Response				
No	Description	1	2	3	4	5
I.	The vision of the hotel is well understood and everyone has an ascertained mission to support the priorities of the vision.					
II.	Improvement opportunities are identified using statistical methods.					
III.	The hotel lacks a proper defined Plan, Do, Check, Act Cycle					
IV.	The hotel makes use of quality circles or innovation groups within the hotel to improve and come up with efficient processes to existing systems.					
V.	The hotel is committed to train employees on new skills that seek to improve existing systems and processes					

## 8. Top Management Commitment

		Response				
No	Description	1	2	3	4	5
I.	The hotel management has clearly defined policies on quality					
II.	The management always use quality tools e.g. statistical methods, cause effect diagrams etc. to make decisions					
III.	Delegation and teamwork by staff are highly prioritized by the management.					
IV.	Management adheres to process control to prevent defective services.					
V.	The management commits to quality activities such as internal quality audit, quality assurance and quality awareness programs					
VI.	The management commits to particular quality certified suppliers and compare their standards with those of industry best performers					

## SECTION C: QUALITY SERVICE DELIVERY

9. Please indicate the extent to which you agree to the following statements regarding quality service delivery of your hotels on a scale of 1-5 where; Strongly agree=5, Agree=4, Don't know=3, Disagree=2 and Strongly Disagree=1

		1	2	3	4	5
I.	With TQM practices, the hotel has the ability to offer dependable service					
II.	TQM practices enable hotel to provide prompt service					
III.	With TQM practices, the hotel has the ability to generate and issue correct invoices/bills					
IV.	Willingness of staff to help customers has improved with TQM practices					
V.	Willingness and promptness of staff in solving complaints has improved with TQM practices					
VI.	With TQM practices, employees are courteous, friendly and polite					
VII.	Trust worthiness, believability and honesty of employees has improved with TQM practices					
VIII.	TQM practices enable flexibility of staff towards customers' schedules					
IX.	With TQM practices, hotel employs caring and understanding staff					
X.	With TQM practices, hotel cares and provides individualized attention to clients.					
XI.	Appearance of service staff has improved with TQM practices					
XII.	Appearance of your hotel facilities and equipment has improved with TQM practices					

**THANK YOU FOR THE RESPONSES!**

**APPENDIX V: LIST OF 3 TO 5 STAR HOTELS IN NAIROBI CITY COUNTY**

NO	ESTABLISHMENT	CAPACITY		RATING
		ROOMS	BEDS	
1	Villa Rosa Kempinski	200	216	5star
2	Hemingway's Nairobi	45	50	5star
3	Sankara Nairobi	156	167	5star
4	Fairmont The Norfolk	170	200	5star
5	Tribe Hotel	137	154	5star
6	The Sarova Stanley	217	440	5star
7	Radisson Blu Hotel Nairobi	271	354	5star
8	Dusit D2	101	122	5star
9	Intercontinental Nairobi	326	372	5star
10	The Boma Nairobi	148	178	5star
11	Crowne Plaza	206	254	4star
12	Ole Sereni Hotel	134	206	4star
13	Weston Hotel	120	154	4star
14	Southern Sun Mayfair Nairobi	171	212	4star
15	Fairview Hotel	127	133	4star
16	Sarova Panafric Hotel	162	324	4star
17	Windsor Golf Hotel and Country Club	130	205	4star
18	Silver Springs Hotel	160	180	4star
19	Hilton Nairobi Limited	287	334	4star
20	Nairobi Safari Club	146	186	4star
21	The Clarion Hotel	62	67	3star
22	Ngong Hills Hotel	110	165	3star
23	The Heron Portico	109	218	3star
24	Utalii Hotel	57	114	3star
25	The Panari Hotel	136	280	3star

<b>26</b>	Marble Arch Hotel	41	57	3star
<b>27</b>	Kenya Comfort Suits	88	120	3star
<b>28</b>	Sportsview Hotel Kasarani	94	188	3star
<b>29</b>	Boma Inn Nairobi	59	83	3star
<b>30</b>	La Maison Royale	71	144	3star

**(Source: Tourism Regulatory Authority, 2018)**

**APPENDIX VI: ITEM-TOTAL STATISTICS FOR RESEARCH QUESTIONNAIRE**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
The hotel regularly conducts satisfaction surveys to understand customer needs	273.00	184.571	.023	.806
The hotel has a regular product review policy to cater for changing customer needs	273.00	176.000	.478	.794
The hotel benchmarks internal processes with minimum standards as set by TRA and the best practices in the industry	273.38	193.982	-.307	.818
The hotel has a time limit for responding to customer grievances	273.00	201.143	-.429	.829
The hotel requires customers to have their grievances served by the contact employee	273.63	191.982	-.247	.815
We offer what we promise, the right way first time	272.88	190.125	-.226	.810
Employees are part and parcel of decision making in the hotel	273.00	181.714	.287	.799
Employee motivation influences the quality of service level	272.88	185.839	-.010	.804
Employees are trained in problem solving skills and service recovery techniques in service delivery	273.13	181.268	.074	.808
Top management delegates duties to employees as part of successive leadership	273.00	185.714	.000	.804

Top management provides up to date equipment and right tools for employees to deliver quality service delivery	273.25	181.929	.412	.799
The vision of the hotel is well understood and everyone has ascertained mission to support the priorities of the vision	273.00	178.000	.559	.795
improvement opportunities are identified using statistical methods	273.88	186.696	-.062	.808
The hotel lacks a proper defined Plan, Act, Do and Check Cycle	275.50	193.714	-.316	.816
The hotel makes use of quality circles or innovation groups within the hotel to improve and come up with efficient processes to existing systems	273.00	180.857	.349	.798
The hotel is committed to train employees on new skills that seek to improve existing systems and processes	272.88	177.839	.551	.795
The hotel management has clearly defined policies on quality	272.63	178.554	.583	.795
The top management always use quality tools e.g. statistical methods, cause effect diagrams etc to make decisions	273.25	184.500	.062	.803
Delegation and teamwork by staff are highly prioritized by the top management	272.75	176.786	.649	.793
Top management adheres to process control to prevent defective services	273.00	179.714	.432	.797

The top management commits to quality activities such as internal quality audit, quality assurance and quality awareness programs	273.00	171.143	.734	.788
The top management commits to particular quality certified suppliers and compare their standards with those of industry best performers	273.25	165.357	.929	.780
With TQM practices, the hotel has the ability to offer dependable service	273.00	181.714	.287	.799
TQM practices enable hotel to provide prompt service	273.00	178.857	.330	.797
With TQM practices, the hotel has the ability to generate and issue correct invoices/bills	273.38	180.554	.239	.800
Willingness of staff to help customers has improved with TQM practices	273.00	172.286	.451	.792
With TQM practices, employees are courteous, friendly and polite	273.13	171.268	.600	.789
Trust worthiness, believability and honesty of employees has improved with TQM practices	272.75	181.643	.292	.799
TQM practices enable flexibility of staff towards customers' schedules	272.88	180.982	.328	.798
With TQM practices, hotel employs caring and understanding staff	272.75	187.929	-.123	.808
With TQM practices, hotel cares and provides individualized attention to clients.	272.75	187.929	-.123	.808
Appearance of service staff has improved with TQM practices	272.75	178.500	.522	.795

Appearance of your hotel facilities and equipment has improved with TQM practices	273.00	180.857	.349	.798
TQM practices enable hotel to provide prompt service	273.13	175.554	.411	.795

## APPENDIX VII: FREQUENCIES FOR RESEARCH QUESTIONNAIRES

The hotel regularly conducts satisfaction surveys to understand customer needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	29	24.0	24.0	24.0
Valid agree	25	20.7	20.7	44.6
Valid strongly agree	67	55.4	55.4	100.0
Valid Total	121	100.0	100.0	

The hotel has a regular product review policy to care for changing customer needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	25	20.7	20.7	20.7
Valid agree	55	45.5	45.5	66.1
Valid strongly agree	41	33.9	33.9	100.0
Valid Total	121	100.0	100.0	

The hotel benchmarks services with minimum standards as set by TRA and the best practices in the industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	6	5.0	5.0	5.0
Valid don't know	25	20.7	20.7	25.6
Valid agree	76	62.8	62.8	88.4
Valid strongly agree	14	11.6	11.6	100.0
Valid Total	121	100.0	100.0	

The hotel has a time limit for responding to customer grievances

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	25	20.7	20.7	20.7
Valid agree	26	21.5	21.5	42.1
Valid strongly agree	70	57.9	57.9	100.0
Total	121	100.0	100.0	

The hotel requires customers to have their grievances served by the contact employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	6	5.0	5.0	5.0
Valid don't know	51	42.1	42.1	47.1
Valid agree	51	42.1	42.1	89.3
Valid strongly agree	13	10.7	10.7	100.0
Total	121	100.0	100.0	

We offer what we promise, the right way first time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	25	20.7	20.7	20.7
Valid agree	5	4.1	4.1	24.8
Valid strongly agree	91	75.2	75.2	100.0
Total	121	100.0	100.0	

Employees are part and parcel of decision making in the hotel

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	80	66.1	66.1	66.1
Valid strongly agree	41	33.9	33.9	100.0
Total	121	100.0	100.0	

Employee motivation influences the quality of service level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	84	69.4	69.4	69.4
Valid strongly agree	37	30.6	30.6	100.0
Total	121	100.0	100.0	

Employees are trained in problem solving skills and service recovery techniques in service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	9	7.4	7.4	7.4
Valid agree	50	41.3	41.3	48.8
Valid strongly agree	62	51.2	51.2	100.0
Total	121	100.0	100.0	

Top management delegates duties to employees as part of successive leadership

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	5	4.1	4.1	4.1
Valid don't know	9	7.4	7.4	11.6
Valid agree	90	74.4	74.4	86.0
Valid strongly agree	17	14.0	14.0	100.0
Total	121	100.0	100.0	

Top management provides up to date equipment and right tools for employees to deliver quality service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	115	95.0	95.0	95.0
Valid strongly agree	6	5.0	5.0	100.0
Total	121	100.0	100.0	

The vision of the hotel is well understood and everyone has ascertained mission to support the priorities of the vision

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	64	52.9	52.9	52.9
Valid strongly agree	57	47.1	47.1	100.0
Total	121	100.0	100.0	

Improvement opportunities are identified using statistical methods

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	9	7.4	7.4	7.4
Valid don't know	54	44.6	44.6	52.1
Valid agree	52	43.0	43.0	95.0
Valid strongly agree	6	5.0	5.0	100.0
Total	121	100.0	100.0	

The hotel lacks a proper defined Plan, Act, Do and Check Cycle

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	32	26.4	26.4	26.4
Valid disagree	80	66.1	66.1	92.6
Valid agree	9	7.4	7.4	100.0
Total	121	100.0	100.0	

The hotel makes use of quality circles or innovation groups within the hotel to improve and come up with efficient processes to existing systems

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	89	73.6	73.6	73.6
Valid strongly agree	32	26.4	26.4	100.0
Total	121	100.0	100.0	

The hotel is committed to train employees on new skills that seek to improve existing systems and processes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	64	52.9	52.9	52.9
Valid strongly agree	57	47.1	47.1	100.0
Total	121	100.0	100.0	

The hotel management has clearly defined policies on quality

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	34	28.1	28.1	28.1
Valid strongly agree	87	71.9	71.9	100.0
Total	121	100.0	100.0	

The management always use quality tools e.g. statistical methods, cause effect diagrams etc. to make decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	9	7.4	7.4	7.4
Valid agree	105	86.8	86.8	94.2
Valid strongly agree	7	5.8	5.8	100.0
Total	121	100.0	100.0	

Delegation and teamwork by staff are highly prioritized by the management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	38	31.4	31.4	31.4
Valid strongly agree	83	68.6	68.6	100.0
Total	121	100.0	100.0	

Top management adheres to process control to prevent defective services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	86	71.1	71.1	71.1
Valid strongly agree	35	28.9	28.9	100.0
Total	121	100.0	100.0	

The top management commits to quality activities such as internal quality audit, quality assurance and quality awareness programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	1	.8	.8	.8
Valid agree	38	31.4	31.4	32.2
Valid strongly agree	82	67.8	67.8	100.0
Total	121	100.0	100.0	

The top management commits to particular quality certified suppliers and compare their standards with those of world class expectations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	26	21.5	21.5	21.5
Valid agree	39	32.2	32.2	53.7
Valid strongly agree	56	46.3	46.3	100.0
Total	121	100.0	100.0	

With TQM practices, the hotel has the ability to offer dependable service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	61	50.4	50.4	50.4
Valid strongly agree	60	49.6	49.6	100.0
Total	121	100.0	100.0	

TQM practices enable hotel to provide prompt service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	1	.8	.8	.8
Valid agree	57	47.1	47.1	47.9
Valid strongly agree	63	52.1	52.1	100.0
Total	121	100.0	100.0	

With TQM practices, the hotel has the ability to generate and issue correct invoices/bills

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	7	5.8	5.8	5.8
agree	64	52.9	52.9	58.7
strongly agree	50	41.3	41.3	100.0
Total	121	100.0	100.0	

Willingness of staff to help customers has improved with TQM practices

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	1	.8	.8	.8
agree	51	42.1	42.1	43.0
strongly agree	69	57.0	57.0	100.0
Total	121	100.0	100.0	

With TQM practices, employees are courteous, friendly and polite

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	5	4.1	4.1	4.1
agree	51	42.1	42.1	46.3
strongly agree	65	53.7	53.7	100.0
Total	121	100.0	100.0	

Trust worthiness, believability and honesty of employees has improved with TQM practices

	Frequency	Percent	Valid Percent	Cumulative Percent
agree	35	28.9	28.9	28.9
Valid strongly agree	86	71.1	71.1	100.0
Total	121	100.0	100.0	

TQM practices enable flexibility of staff towards customers' schedules

	Frequency	Percent	Valid Percent	Cumulative Percent
agree	44	36.4	36.4	36.4
Valid strongly agree	77	63.6	63.6	100.0
Total	121	100.0	100.0	

With TQM practices, hotel employs caring and understanding staff

	Frequency	Percent	Valid Percent	Cumulative Percent
don't know	6	5.0	5.0	5.0
Valid agree	25	20.7	20.7	25.6
strongly agree	90	74.4	74.4	100.0
Total	121	100.0	100.0	

With TQM practices, hotel cares and provides individualized attention to clients.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	6	5.0	5.0	5.0
Valid agree	25	20.7	20.7	25.6
Valid strongly agree	90	74.4	74.4	100.0
Total	121	100.0	100.0	

Appearance of service staff has improved with TQM practices

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	55	45.5	45.5	45.5
Valid strongly agree	66	54.5	54.5	100.0
Total	121	100.0	100.0	

Appearance of your hotel facilities and equipment has improved with TQM practices

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	34	28.1	28.1	28.1
Valid agree	51	42.1	42.1	70.2
Valid strongly agree	36	29.8	29.8	100.0
Total	121	100.0	100.0	