

**TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF KENYA  
POLICE SERVICE, NAKURU COUNTY KENYA**

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**D53/NKU/PT/27995/2013**

**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS, ECONOMICS  
AND TOURISM IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC  
MANAGEMENT OPTION) OF KENYATTA UNIVERSITY**

**JUNE 2023**

**DECLARATION**

This project is my original work and has not been submitted for any other study program in any other University.

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

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## **DEDICATION**

Without the support of the family and relentless encouragements it would have not be possible, therefore I dedicate to you.

## **ACKNOWLEDGEMENT**

I sincerely thank my supervisor Dr. Abel Gwaka who has guided me and tirelessly read this document severally. I also thank all my classmates and workmates who encouraged me to not to give until it is done. I thank the Almighty God above everything.

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## **DEFINITION OF TERMS**

**Total Quality Management** - this is a structured and systematic procedures in ensuring that high quality service is delivered to the society in law enforcement in the country. The Kenya National police is mandated to provide service delivery in law enforcement and keeping law and order in Kenya.

**Organization Performance**—this is how effective and efficient the organization for example the Kenya National police objectives achieves its objectives of service delivery tots clients and the country.

**Kenya National Police service** —this is arm of government of Kenya and part of the ministry of Interior and coordination which is mandated to keep law and order in the country which is headed by the Inspector General.

**Customer (Citizen) Focus** —this refers to the community and citizens which the Kenya National police service gives their service delivery.

**Continuous Training** – this is regular imparting skills and knowledge to the existing officers who are in active service so that they can be more competent to deliver service to the clients.

**Employee Involvement**—this refers to the staff being participative in sharing ideas, opinions, strategies in making decisions which affect the staff and the organization.

**Top Management Leadership** —this refers to the senior top decision makers of the organization which determinate the allocation of resources, strategies, vision and eservice delivery in the police service.

## **ABBREVIATIONS AND ACRONYMS**

<b>CIC</b>	: Co-operative Insurance Company
<b>N.P.S.C</b>	: National Police service
<b>NSE</b>	: Nairobi Stock Exchange
<b>OP</b>	: Organizational performance
<b>QC</b>	: Quality Control
<b>QMPs</b>	: Quality Management Principles
<b>SKAC</b>	: Skills, Knowledge, Ability, and Competence
<b>SPSS</b>	: Statistical Package for Social Sciences
<b>TQC</b>	: Total Quality Control
<b>TQL</b>	: Total Quality Logistics
<b>TQM</b>	: Total quality management.

## **ABSTRACT**

The Kenya Police Service has been disparaged by the common people and global community in regard to the approach through which it has offered its service delivery. Kenyan Citizens eagerly expecting to get prompt and superior service delivery as provided in the Kenya constitution 2010, therefore National police service is critical in service delivery. Attempts to bring back the past glory in terms of service delivery' has not yet bore any fruits. This particular research was based on the effect of total quality management practices on organizational performance of Kenya Police Service, Nakuru County Kenya. The study's specific objectives were to determine the effects of continuous training, top management leadership, total employee involvement and customer focus on organizational performance of Kenya Police Service, Nakuru County Kenya. This study adopted a descriptive research design. The target population was 1250 police officers working in all the nine police divisions in Nakuru County. Sampling design was stratified sampling where a sample size of 16% was taken and therefore 200 respondents were taken for the research. The questionnaires were dispersed to respondents via a drop-and-pick system. Internal consistency was assessed using Cronbach Alpha coefficient. A large coefficient indicates that the items are highly correlated with one another. The data was collected using questionnaires. The study found that training empowered employees with required skills of Total Quality Management. Employee's ideas on ways to improve quality in the organization are welcomed by the top management and that the organization has a formal quality management structure. The organization spends a large amount of its annual budget on employees training and in the development on total quality management systems. The organization continuously improves its processes to give quality services to their customers and also strives to meet and exceed customer (citizen) needs and expectations. It was concluded that, training received by employees of the organization equips them with understanding on Total Quality Management and their role in it. The study concluded that the employees participate in the decision making in the national police service. It was recommended that explicit systems of compensation that will link quality to desired performance should be put in place. The National Police Service top management should always strong leadership commitment and involve their employees in managerial process as this was linked with organizational performance finally it's important for National Police Service to always have the performance results set and benchmarked against the clients satisfaction metrics.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Total Quality Management is referred as running concept which emphasizes on the work process and people. This is done with the major apprehension for satisfying clienteles and organizational performance improvement (Prajongo, 2015). It involves the appropriate work processes coordination which allows for constant improvement in all commercial sectors with an objective of obtaining or surpassing the demands of customers (Olepein 2015). It underlines on entire standards in all aspects of an association with the purpose of waste reduction and rework that helps lower expenditure and increase production effectiveness. Any organization can apply no matter the size, and motives. Organizations such as the public sector are also adopting the philosophy in order to make them operative in meeting the demands of the public (Olepein 2015).

Institutions environment globally are most of the time described as dynamic and turbulent. An example is a country called Spain where the main TQM practices are management process. In a country like for example, Spain, management process, quality planning and leadership that is effective are amongst TQM practices (Alonso, 2014). Sadikoglu and Olcay (2014) conducted a study in the country of Turkey. Limited involvement of the employees, low little degree of awareness by the employees, wrong structures in the organization and resources inadequacy usually affect implementation of TQM practices in Turkey.

In the Indian Aviation sector Gupta and Belokar (2014) revealed the top level team of an organization has a core purpose to create a practice of TQM. Awareness of TQM is usually available to organizations top executives in Africa (Alamutu, 2012). In Nigeria, Hassan (2014) concluded most establishments' especially banks discovered the benefits resulting from TQM practices and this reflects an upward trend in appreciation of quality improvement creativities for better enactment. TQM has the capacities to increase business result, grander client orientation to gratification, team operational and healthier management of workers<sup>1</sup> within corporations. Customers in Kenya are constantly demanding for products that are quality and this required many officialdoms to adopt TQM practices (Ali, 2015).

The Kenya Police Service (KPS) has not been left behind in this. The Service is mandated to provide<sup>1</sup> and maintain law and order. The establishment forms part of the security agencies in the country. Its formation and obligation is delivered for under the Constitution of Kenya in Section 243. The efficiency and proficiency of police work is performing the appropriate step to serve the common people who is their clientele throughout the year. When the expectation is not made there is public outcry that the police service is doing shoddy work and this taints their reputation badly. They can even term them to either unethical or reluctant to meet their needs.

The past studies has shown that there is inward driven and focused on employees which spur performance in organizations when employees are motivated and inspired to participate in the decision making they are inspired to innovate to come up with game changing strategies which can increase the service delivery in the organization.

Organization form teams and groups to delivery specific objectives which eventually will improve service delivery in the organization. There is increase demand of services by the common person from the Kenya police service.

This increase demand for the police service by the increased population means that the Kenya police service must apply the TQM practices so that they can enable to improve performance in the security sector. This involves in installing more efficient systems, more effective procedures and guidelines, staff attitude change and practicing work values to enable the Kenya police serve to achieve its vision the leadership should ensure that the staff should be empowered to ensure that they get involved to ensure there is appropriate mechanism to ensure superior service delivery and performance of the organization.

Goetsch and Davis, 1995), opined that the most vital element of organizational performance is the attitude of the staff towards those who are in managerial positions. The staff must be encouraged to be more committed and inspired to work with management to achieve the vision f the organization. The top management should encourage team work, tea building and support to all the staff so that they so that they can own the decision made in the organisation. The staff when they trust each other and the top management they're is high likelihood they can endeavor to ensure there is superior service delivery to the customers and effectually good performance of the organization there should be concerted efforts to involve the employees in making decisions and giving ideas how to improve performance of the organization

Close to twenty articles were identified by Buzawa and colleagues (1994). The articles scrutinize the elements of performance of police officers', making this field one of the most under-researched fields of criminal justice (Dantzker, 1994). There is evidence showing there is hardly adequate literature existing currently on this area of study. This research work presents an empirical study where the main objective is to examine TQM practices and their relationship with Kenya Police (KP) officers' performance. Therefore this current research filled the lacunae in the TQM in the police service in Kenya.

### **1.1.1 Total Quality Management Practices.**

The definition of TQM is a holistic management philosophy that authorizes every element of the association to make each effort incessant enhancement in the entire utilities in a business delivering better client encounter purchaser expectations in relation to superiority and novelty (Prajogo, 2015). It is envisioned to endorse uninterrupted, continued, and extensive period enhancement in eminence and efficiency and to eradicate resistance of change amongst employees'. The major argument is that the cost of deterrence<sub>1</sub> is less than the cost of rectification.

Alshourah, S. (2021), the study confirmed that the degree in which TQM is implemented in the many sickbays in Jordan is a testimony that TQM is a panacea to poor delivery of service. The study recommended that for service delivery to be at its best TQM should be adopted by all the hospitals in the country. The study revealed that there was a correlation in the performance of an organization when TQM practices are applied. The research established that there is a significant relationship between sound leadership and performance of the organization. Therefore consistent training, commitment of the top

management leads to superior performance and service delivery in many organizations and boost to excellence, strategic qualities setting up, information and statistics, training and involvement, client, attention, and unremitting perfection have been discovered to have considerable correlation in quality service delivery.

Nkoryo (2012) carried out a study on the performance CIC insurance company. The findings revealed that the organization carried out irregularly training which adversely affected the organization in terms of performance and service delivery. The researcher opined that for the insurance company to achieve high performance there must be concerted efforts to streamline training in the organization. When there is appropriate training in the organization the staff will be motivated which results in better output ultimately affecting the service delivery positively. In order for the organization to manage change appropriately there should be proper training procedures and accepted protocols in the organization.

The past studies have shown that there is inward driven and focused on employees which spur performance in organizations when employees are motivated and inspired to participate in the decision making they are encouraged to come up with game changing ideas which can increase the service delivery in the organization. Organization forms teams and groups to deliver specific objectives which eventually will improve service delivery in the organization. There is an increase in demand of services by the common person from the Kenya police service. This increase in demand for the police service by the increased population means that the Kenya police service must apply the TQM practices so that they can enable to improve performance in the security sector. This involves installing more efficient systems, more effective procedures and guidelines, staff attitude



change and practicing work values to enable the Kenya police serve to achieve its vision the leadership should ensure that the staff should be empowered to ensure that they get involved to ensure there is appropriate mechanism to ensure superior service delivery and performance of the organization.

Arumugam, and Fong (2008) the concept of Total Quality Management (TQM) has been adopted by most organizations globally and it has led to excellent service delivery. Strategic management has shown that TQM as a practice which has enhanced service delivery globally. Predominantly, TQM is accepted as a competitive advantage tool which is used to gauge the quality of service delivery, the quality of the products and the performance of the organizations. TQM is key in management the modern complex organization where there is global competition, therefore the organization which will adopt the superior performance will be able to survive and excel. It is expected that an essential ingredient in management of organizations globally.

An organization consists of subsystems which create the whole system whereby the leadership should ensure it works to attain the vision and of desired service delivery. To enable the employees to get motivated the leadership should work towards meeting their needs and in turn the inspired employed will ensure high standard services and products will be availed to the customers. In order for the organization to meet its mission and vision the top management must be able to provide the required leadership. The leadership in various departments of the organization will ensure that each subordinate staff is inspired and shares the vision and values of the organization. The Deming theory provides a framework which organization is it in the public sector or the private sector should apply to enhance performance. The National police service is been bestowed with

the responsibility to provide law and enforcement in the country, therefore to be able to meet this huge and vital mandate the leadership must be able to apply.

The evidence from the above mentioned studies confirms that there is a significant correlation supporting TQM practices and performance of many organisations globally. It is also evidence that superior quality of the service from organization which has TQM practices are easily marketed because that quality is desirable by all the customers. The studies are also of the opinion that training is key aspect of service delivery and performance in many organizations. The organization to register exemplary performance the organization through the top management must focus on the expectations of a client once the output of the organization is based on the client needs definitely the uptake and demand of the products and service will be high.

The main objective of study is to improve employee performance in Ministry of Interior, Qatar to reach the expected or targeted performance and to achieve the objectives of the ministry. Al- Mahassna (2013) states that after the completion of official evaluation of employee performance, the results may show low performance levels for some employees, clear between the level of actual performance and level of expected performance of factor, in this case, the organization is concerned with search for means and procedures to improve performance and develop it through the appropriate procedures and methods, as it is the organization that determines the strengths and weaknesses from inside and it is more aware of how to develop and improve performance. The objective of improving performance can be only achieved through a comprehensive study of its levels, elements and analysis of organizational factors affecting it, as well as the search for effective methods to improve and develop these

factors. The philosophy of improving performance represents a policy of modern organizations to improve and continuously develop all factors in organization influencing on employee performance (Al ffaidi, 20

### **1.1.2 Organizational Performance**

Organization performance is a broad construct which captures what organizations do, produce, and accomplish for the various constituencies with which they interact (Baum, 2012). It can be well-defined as the actual results the organization as compared against its intended performance indicators. It can also be termed as a quantity of effectiveness and efficacy; with which proprietors take advantage of incomes to satisfy clients and accomplish the organizations goals.

The attainment of TQM will result in improved employees' engrossment and enactment, superior quality, reduction of production cost, satisfaction of customer and gain of organizational competitive advantage (Reid, 2013). The priority of the organization is to build capacity so that the staff are empowered and acquired the needed skills as the demands and technology keeps on changing. This incorporation measures the efficiency and proficiency of the organization quality management. Many organizations have to align themselves to the change in technology, global guidelines and the inter linkage in the same sector.

Leadership qualities are major ingredient in the performance or service delivery. Top management has a role to play like providing mentorship, nurturing and training the subordinate staff to take up leadership and entrench values which can catapult the organization into superior performance. Successful leaders inspire and motivate the staff

to achieve better performance while mediocre leadership will demoralize the staff. Therefore a transformative and strategic leader is a necessity to spur service delivery and performance of organizations (Reid, 2013).

### **1.1.3 Kenya National Police Service**

The Kenya National Police Service is a product of Kenya constitution 2010. The National Police Service is guided by the independent command of Inspector General. The Kenya Police Service including Administration Police Service is headed by Deputy Inspector Generals. The Kenya national Police Service is the National body in charge of law enforcement in the country. In accordance to the Constitution and the National Police Service Act, the Kenya National Police Service has embarked on a transformation ensuring public safety as well as safeguarding the National peace (Wolf, 2010).

Under the national police Act 2011 the directorate criminal investigation is responsible to the inspector general (Price, 2013). Members of the public and international community have always criticized on how Kenya police service has been working. The way they have been offering services has not been pleasing a majority of people in the society. Since mid-19910, organizations that are based on human rights have been in the front line criticizing how police services are offered. They have always strived to confirm on the genuineness of their cases. Demonstrations by public members have been held in some parts of the country where they normally protest concerning poor services that are given by Kenya Police Service (Kivoi, 2013).

Kenya Police Service has various mandates as stated in section 24 of the National Police Service Act, Part III. These mandated include offering help to the public in case they are in need, crime investigation, peace preservation, laws enforcement and regulations which are charged, property and life protection, criminal intelligence collection, maintaining the country's law and order detention of crime, prevention of crime, offenders oppression, other duties performance as it may be assigned in accordance to the law by Inspector General (Reid, 2013).

Paradoxically, basic resources including housing for the staff, equipment and motor vehicle have not been scarce which has become impediment to KNPS delivering its mandate. This translates into sluggish response to need in the community and thus poor logistics which hamper service delivery. The Kenyan Government has invested several Commissions that are all meant to address performance concept (Lemarleni, 2017).

## **1.2 Statement of the Problem**

The Kenya police service is mandated by the constitution 2010 to keep law and order. The peacefully coexistence is paramount so that the citizens can go on their daily activities and the government to implement its development agenda. Countries whereas lawlessness likes Congo and Somalia the citizens are living in consistent fear and this affects the development mandate of the nation and rights of the individuals. Therefore, the police service has a wide mandate to ensure that there is service delivery and its force must be able to carry their mandate effectively. This mandate requires cooperation from all the officers in the field and the seniors.

Adopting of total quality management practices in organizations is a critical determinant enhancing performance according to Mathias (2014) nevertheless, several studies have been done on TQM and performance in other fields. Ngambi et al. (2015) the study established that the total quality management practices when consistently implemented in an organization ought to stimulate optimal overall performance excellence far more effectively than a series of individually optimized activities. Oloko (1999) investigated obstacles in the TQM implementation<sup>1</sup> in the sector of Banking concentrating on a Case of the Standard Chartered Bank (K) Ltd, Muthoni (2007) carried out a survey of TQM Practices <sup>1</sup>in the Hotel Industry in Kenya and Ndirangu (2010) carried out an assessment of TQM practices in the Thermal Power Plants in Kenya. In spite of this extensive and in depth studies which has been carried out it has been observed that their findings are not uniform and it is conflicting therefore it cannot be generalized particularly in this. Therefore it is under this premise the current researcher has made an attempt to interrogate the impact of quality management practices on the performance of the police service in Kenya a case of Nakuru County.

These studies have, however, concentrated on the effect of total quality management practices on performance of profit making organizations however it should be noted in police service which a non-profit is making sector. Previous literature has revealed the presence of research gap on the topic of TQM practices and performance at the national police service. In addition, existing studies on TQM practices and organizational performance offer inconsistent findings. Further, there is limited documented study exists to address the influence of TQM practices on performance of police service in Nakuru County.

Several studies have come up with conflicting results on the effect of total quality practices on organizational performance with some studies showing that negative correlation while others showing positive and significant correlation (Albert, 2013). While others suggesting that there is no link between TQM practices and organizational performance (Miller, 1995). Mclean, Anthony, & Dahlgaard (2017) instead the study found that TQM was not effective in continuous improvement, suggesting that other measures would be more important, and that as a consequence, this led to poor uptake of TQM.

With the above conflicting results the debate on total quality practices on the organizational performance is inconclusive; therefore the current research will attempt to bridge the existing lacunae. The research endeavored to determine the effect of TQM practices on performance, using Kenya police service as case study of Nakuru County.

### **1.3 Objectives**

#### **1.3.1 General Objective**

The overall objective of this study was to determine the effect of Total Quality Management Practices on performance of Kenya police service in Nakuru County.

#### **1.3.2 Specific Objectives**

- i. To examine the effect of employees continuous training on performance of Kenya police service, Nakuru County.
- ii. To find the effect of top management leadership on performance of Kenya police service, Nakuru County.

- iii. To determine the effect of total employee involvement and service delivery of Kenya police service, Nakuru County.
- iv. To determine the effect of customer focus on performance service delivery of Kenya police service, Nakuru County.

#### **1.4 Research Questions**

- i. What is the effect of employees' continuous training on performance of Kenya police service, Nakuru County?
- ii. What is the effect of top management commitment and support on performance of Kenya police service, Nakuru County?
- iii. What is the effect of total employee involvement on performance of Kenya police service, Nakuru County?
- iv. What is the effect of customer focus on performance of Kenya police service, Nakuru County?

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

The findings of the study were remarkably significant in various departments of the government in service delivery. The study will be significant to the government especially Ministry of Interior Affairs and Coordination of government. The ministry of internal security immensely benefited from the findings of the study to help it maintain law and order in the country. The study was beneficial to the government to be able to develop policy which helped the Kenya police service to deliver service to the common person who has always felt the brunt of poor service delivery therefore is expected that



after this study valuable information will be gained on ways of improving service delivery in police department

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

The research attempted to investigate the effect of total quality management practices in the performance of the Kenya police service, a case of Nakuru County. The area of study was chosen because there have been questions of the performance of the national police service in Nakuru County. The dependent variable<sub>1</sub> of the study is the performance and the independent variables are continuous training, management leadership, employee involvement and customer focus. Target population consisted of respondents drawn from local administrative officers, security officers; the study will run for approximately 3 weeks

### **1.7 Limitations and Delimitations of the Study**

The current study work came across some limitation. The limitation which the research faced was some respondents were not having enough time to answer the questionnaires however the researcher ensured that the questionnaire were precise. Some of the limitation the researcher faced was the respondents not understanding some of the questionnaire but the research attempted to use simple language as possible.

When contacted, few participants were hesitant to share information for fear that it might be used against them or to harm the reputation of their social status. It's possible that some respondents will deny the request to answer questions.

Some of the responders had busy schedules, so the study wasn't sure if they could finish the survey on time. To mitigate the matter, the study made use of the networks to persuade targeted respondents to fill up questionnaires on time. For the few respondents who could not manage on time, the research made follow up through direct phone calls.

The researcher encountered problems in eliciting information from the respondents as the information required was subject to areas of feelings, emotions, attitudes and perceptions, which cannot be accurately quantified and verified objectively. The research addressed the first issue by bringing a first letter from the university and promising them that the data they provided was to be treated in confidence and would only be used for educational purposes.

For the second limitation, an extension of 4 days was granted to the few respondents who could not beat the dead line. However, this extension did not overstretch the data collection period as this went concurrently with data entry process. The third barrier was lessened by the researcher's encouragement for the respondents to engage without withholding any information that would be relevant to the investigation.

## **1.8 Organization of the Study**

This project is divided into five chapters. The introduction and background of the study is chapter one, the chapter also discussed the problem of the study and why it was important to carry out the study. The literature review was underscored in chapter two; the chapter brought out the theories where the study was anchored and the recent previous studies which supported the current study. Chapter three discussed the research methodology which was adopted in this current study. Chapter four discussed the data analysis,

presentation and discussion while chapter five gave the summary of the findings, conclusion and recommendation of the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In the following section of chapter two in literature reviews underscores various the theories where the study is anchored and the empirical review brings out recent studies and proposal underscores the key theories and previous studies where the study is grounded.

### **2.2 Theoretical Review**

This section evaluates the relevant theories which explain total quality management phenomena and attempt to challenge the existing concepts. Therefore this sub heading peruses through theories which support variables in this current study. The theories are Deming Theory 1986 has been evaluated to attempt to explain the current phenomena which is under study. The Joseph-Jurans theory (1993) has been evaluated and examined in detail to reflect the total quality management practices in the national police service. The Ishakawa's theory 1976 has also been evaluated and anchored in this particular study.

#### **2.2.1 Deming Quality Improvement Theory (Deming, 1986)**

Deming's theory was postulated in 1986 by Deming. Its discerning acquaintance is anchored on management viewpoint and it is correlated with the systems theory. The theory postulated and stressed the responsibilities of the higher hierarchy in the management level as they are the ones to make the organizations strategic decisions.

Leadership on top will offer the vision and framework where the police service is using to achieve its quality delivery of service.

The major focus of the theory is to verify the link between the kind of the top management or leadership and the service delivery of an organisation. The theory postulated that an organization consists of subsystems which create the whole system whereby the leadership should ensure that it attains the improved service delivery and superior quality products in the organisation. In order for the employees to get motivated the leadership should work towards meeting their needs and in turn the inspired employed will ensure high standard services and products will be availed to the customers.

The theory opined that has an organization to meet its goals and objectives the top management must be able to provide the required leadership. The leadership in various departments of the organization will ensure that each subordinate staff is inspired and shares the vision and values of the organization. The Deming theory provides a framework which organization is it in the public sector or the private sector should apply to enhance performance. The National police service is been bestowed with the responsibility to provide law and enforcement in the country, therefore to be able to meet this huge and vital mandate the leadership must be able to apply the Deming theory.

The top management should be able to diagnose what is the need of the clients so that they can be able to know the best way for service delivery. From theory we can learn that a good relationship between top management and juniors that gives positive stimuli continuously improves employees' performances. This supposition provides a framework

which will anchor immensely and give a strong foundation useful in this study as it is anchored in this study because performance is premised on the sound leadership of the strategic decision makers in the national police service which is characterized by the indicators like Power<sub>1</sub> relations, Change communication and Change leadership.

### **2.2.2 Joseph-Juran's Theory**

Juran (1993) made very significant influences to the importance of quality control in all aspects of production. Juran (1993) has participated has immensely provided an insight in the quality management practices which affected organizations, industrial and in the growth of most efficient and highly performing organizations globally. The theory has majorly contributed to the organization globally in high service delivery which has catapulted much organization to top performers. Most organizations they have hue challenges in meeting their mandate that is service delivery and high productivity to overcome the competition from their rivals in the sector. The top leadership must be able to be committed to better service and quality performance and this should be passed down to the lower management.

Juran (1993) opined that that the top management need to anchor the employees in decision making and an work environment which inspire motivation, team work and a value system which bolsters high integrity and productivity in service delivery. It vital for the organization classify the customer needs so that that the services and goods can be customize d to the need, When the customers and markets are segmented to guarantee the manufacturing of quality products which can be able to meet the expectations of the clients and the customers.

There must be service design, manufacturing capacity, experimental reliability if the products and services of the organization. The research revealed that leadership will partake and will continue to perform a pivotal central part in the organizations performance. The major determinant of a mediocre organization and a performing organization is the kind of leadership exhibited by the top leadership of the organization. This is evident from the organization which have collapsed and the organization which are thriving in the same industry. Therefore this theory emphasizes that leadership should be vital ingredient in organizational superior service delivery including the police service. The research opined that customers should be given a priority as when demands are made they are ready to accept the service and products of the organization without much disdain.

In our case, this theory will help the study to analyze and understand the citizen's needs once the strengths and weaknesses of the organization is done, it will help identity which area the police service should improve so that it can give quality services to the community.

### **2.2.3 Ishikawa's Theory (1976)**

The theory by Ishakawa (1976) had a major contribution to the training of workers consequently increase the phenomenal standards and productivity of the products and service. The theory emphasized on the need to increase the service quality on the services provided by organizations. The Ishakawa (1976) in a cornerstone in quality service delivery in many organizations, therefore this implies that the man power in many organizations is the e pillar for high quality and productivity. The theory opined that organization should on priority focus on the superior service delivery and improved

organization performance, if the organization achieves these then automatically it can be able to jumpstart the profitability capacity of the organization.

The theory postulated that there should be total participation by all the top, middle and lower managers including various divisions of marketing, manufacturing and production in order to have quality service delivery in the organization. The theory postulates that the top management who are responsible in rafting the organizational strategy should have an objective to anchor the change management strategies in appropriate communications with the workers and the workers are trained to adopt the changes seamlessly. The organizations which have embraced the total quality management practices should align their vision and mission including the stakeholders. Suitable service delivery to citizens is the main job of every police officer and this can only happen through proper training.

Simranjeet and Syed Nadimul Haque (2021) the research revealed that when there is commitment of the employees it will translate to impressive performance in the organization. When there is support from the top management on TQM it will translate to superior performance. Employees will be ready to effect change and superior performance when they are sure that the top management will be to support all the TQM practices. The total quality management should endeavor to continuous improvement in excellence of service delivery in an organization. The equality management strategies should ensure the customer or the client needs are met by suitable service delivery both in the organization and community.



## **2.3 Empirical Literature Review**

### **2.3.1 Employees Continuous Training and Organizational Performance**

Khor *et al* (2016) established the effect of total quality management in the micro finance institutions, the research established that the TQM is a significant correlation related to performance in the financial sector. The study demonstrated that the resource based theory can be used to show how vital unique, rare and imitable resources are in implementation of the TQM practices to improve performance. The study established that in a financial organization there exist various resources like unique skills, tangible and intangible resources which is geared to quality products and services in the microfinance institutions. When we have highly skilled labor and frequent retraining it can enable the organization to better implement the total quality management practices which bolster performance in financial institution in Yemen and Middle East as a whole. The study was conducted in Arab world which have different policing however the current study will feature local Kenyan scenario

While Khor *et al* (2016) applied the resource based theory; our current study will apply the Deming Theory, Joseph-Jurans theory to evaluate the impact of TQM practices and its performance in the national police service instead of micro financial sector. The study found out that after the workers had gone through training their performance improved remarkable particularly on the top management staff. This is an indicator the there is a motivation of the top management to continue with accessional training to bolster productivity and service delivery in the organization. Thought the study offered vital

insights, the Author fails to articulate on methodologies used. The current employed scientific research procedures to draw results.

Ndibe (2014) carried out a research using both primary and secondary data. The research opined that there is positive impact of unsystematic training and demonization of the workers and low productivity in the organization. The study concluded that to have high productivity there must be regular systematic training among the staff. When the staff is trained and appropriately motivated the standard of delivery of good service is better significantly. The study concluded that there should be organized training for the top and middle level management to ensure that the service delivery and performance of the organization is going to improve significantly. The study forecast on commercial enterprise while the current study will feature government parastatal.

Nkoryo (2012) carried out a study on the performance SIC insurance company. The findings revealed that the organization carried out irregularly training which adversely affected the organization in terms of performance and service delivery. The researcher opined that for the insurance company to achieve high performance there must be consented efforts to stream line training in the organization. When there is appropriate training in the organization the staff will be motivated which results to better output which will ultimately affect the performance positively. In order for the organization to management change appropriately there should be proper training procedures and accepted protocols in the organization. The study was carried out back in 2012 and thus the need to come up with recent finding that demonstrated management dynamics in this field.

Enyioko (2017) in his study established that there a strong positive correlation between the employee perception of training and the performance of the workers. The research showed strong evidence of negative correction of performance of the workers when there are unsystematic and irregular training patterns. Therefore the study concluded that there should be systematic training and positive perception of the employees so that the organizational performance can improve.

Omosa (2018) studied influence of employee training on organizational performance: a case of Kisii County Government. The research concluded that there was a positive significance in the training of the employees and the service delivery of the organization. The research established that in order to increase the quality and standards of the services and products of the organization there should be concerted efforts to train and impart appropriate skills regularly to the employees. Although the study offers important insights to the study subjects the research fails to articulate the methodologies used and thus raising question on results reliability.

Alimat (2004) the research established that leadership performs a central role in achieve the TQM objectives in an organization. Once the staff receives motivation they have a natural drive to achieve the objectives of the organization without much administrative supervisorial. The staff can be able to identify the training and the skills which enable them achieve superior performance and service delivery in the organization. The commitment by the top management will ensure that the necessary resources are allocated to enable the organization achieve superior performance.

### **2.3.2 Top Management Leadership and Organizational Performance**

Kaynak, (2003) investigated the TQM practices , the research showed that the commitment of the Top leadership has a pivotal function particularly on leadership in implementing TQM which impacts positively the organization performance. The research found out that when there is continuous employee training, top executive commitment and regular feedback it impacts significantly the performance of an organisation. The study concluded that sound leadership is vital in application of the total quality management practices in the organization which will ultimately bolster the performance of an organization service delivery and productivity. The study only relied on descriptive statistics; however the current study will use both descriptive and inferential stats to draw conclusive results.

Masejane, (2012), established that the top management or organizational leaders play a critical role in boosting service delivery which consequently improved the performance in the organization. The study established that efficiency of communication; conditioning of standards and procedures for service delivery; rapidity, capacity and quality of service delivery and quality of staff morale and motivation in key is quality service delivery in the public sector. The study recommended committed top management which is targeting implementing TQM seamlessly in order to ensure services are delivered efficiently and promptly. The committed top management is the catalysts of improved service delivery and performance of organization when we have motivated employees. This study only employed primary data thus omitting the use of secondary dat. The current research will employ both primary and secondary data to come up with conclusive results.

Leadership qualities perform a big part in the performance and service delivery. The top management has a role to play like providing mentorship, nurturing and training the subordinate staff to take up leadership and entrench values which can catapult the organization into superior performance (Jimoh, 2019). Successful leaders inspire and motivate the staff to achieve better performance while mediocre leadership will demoralize the staff. Therefore a transformative and strategic leader is a necessity to spur service delivery and performance of organizations. The study only relied on descriptive statistics; however the current study will use both descriptive and inferential stats to draw conclusive results.

The organization consists of subsystems which create the whole system whereby the leadership should ensure it works to accomplish the organizations vision. In order for the employees to get motivated the leadership should work towards meeting their needs and in turn the inspired employed will ensure high standard services and products will be availed to the customers. For an association to attain the purposes the top leadership must be able to provide the required leadership (Karim, 2018). The leadership in various departments of the organization will ensure that each subordinate staff is inspired and shares the ideas and principles of the group. The framework which Kenya national police service organization is anchored in the public sector the highly competent top leadership can spur service delivery and organizational performance. The National service of police has been bestowed with the responsibility to provide law and enforcement in the country, therefore to be able to meet this huge and vital mandate the leadership must be able to apply.

Gilley and Mcmillan (2009) the study established that the demeanor associated with leadership effectiveness in the implementation of change was among the issues that the researchers examined. They found that various leadership behaviors such as communicate can bring change in an organization if implemented. Organizations can also have a fruitful change if only they get the ability of team building and motivation of workers which is a predictor of change. An agreement stated that the top management must keep his/her staff aware of the organizations mission and vision (Jimoh, 2019) however this study does not properly articulate on research procedures used.

Goetsch and Davis (2014) reviews TQM management as a perspective that points to the goal of facilitating quality and superior service and productivity in an organization which ensures the customers' needs are met. To achieve the vision of TQM it is vital that total quality perspectives are integrated so as to work in harmony to ensure there is superior service and product delivery in the organisation. Total quality management includes designing superior processes, products, quality assurances policies and implementation all these aspects in the organization.

Lawal (2007) opined that the TQM practices are confidently and notably correlated with organisational performance. The study results concluded that in the presence of sound leadership there is efficient tide of info from the management at the top to the subordinate staff which implies that the lower staff can be manage sharing the same vision of the association with the managers. When there is good communication it means that it will help to clear any misunderstanding of the staff. When there are strong leadership behaviors this will positively influence the service delivery and the quality of the

products of the organization. The study only relied on descriptive statistics; however the current study will use both descriptive and inferential stats to draw conclusive results.

Karani and Bichanga (2012) investigated on the impact of TQM on the performance of service organizations in the wildlife subsector in Kenya. The research found out that TQM implementation (customer focus, the role of management, workers' participation, fact-based decision making, are pivotal in organizational performance. The study concluded that the top management leadership and employee involvement in authority to be part of decision making in the organization is key to boost the performance of an organization.

Oko (2012) did s research on a case study survey design was adopted where Unilever Plc was adopted as case study. In addition, all distributed questionnaire were retrieved and analyzed using simple statistical tables and mean marks. The simple regression was used for test of hypotheses. Thus, this work concluded that the leadership style practiced in the organization has a positive and significant correlation in the performance of the organisation, that the leadership style also resolves leadership character as well as the conduct of staff which has a positive relationship in service delivery and the organization performance. The study only used case approach which its study results can be difficult to replicate. Further the results lack scientific methods and rigor to protect the accuracy of data collected. The current study will use descriptive study design which is more reliable.

Wahome, Namusonge and Mwirigi (2017) established that TQM practices are positively and significantly correlated with improved performance of the organization. Survey

design that was used was descriptive design of research. The researchers collected quantitative and qualitative data respectively. This was done by the use of questionnaires. 46 companies in the said sector that were listed were the main target. It was found that senior management support did not have tangible effect on the company's performance. In addition, it was found that the top management and firm's performance had a relationship that was very strong. However, a recommendation was made on addition of resources by the senior management so that the quality of steel produced could be improved. The management was required to put in place quality objectives and spread them in the whole organization. This study only employed primary data thus omitting the use of secondary data. The current research will employ both primary and secondary data to come up with conclusive results.

Shaar et. al. (2015) established that the top management plays a significant role in the performance of an organization. The Data collection was taken on 210 companies that were industrialized. Findings showed that innovation was affected by support from senior management. Innovation in this sector entails of product and process innovation. It was also found that senior management support has a great influence on synergy structural organization and information technology. The current study will move further to incorporate secondary data so as to draw conclusive results.

Ahmed (2016) investigated, "the relationship between support from top managers and projects performance: an empirical study of projects in the public sector in Pakistan." A sampling method known as random sampling method was used on data that was cross-sectional. Recommendation given was that formulators of policies must make sure that



there is senior support from the management in projects on the public sector so as to improve the work performance.

### **2.3.3 Total Employee Involvement and Organizational Performance**

Welikala and Sohal (2018) established that Total Quality Management and employees' involvement and performance of organization is positively correlated. The study while using a case study approach of an Australian organization used descriptive analysis to establish the extent of employees' involvement in TQM. The study established that lack of ongoing and frequent employee training in quality management at all levels was established as a major reason for the ineffective TQM implementation in the organization. The study only used case approach which its study results can be difficult to replicate. Further the results lack scientific methods and rigor to protect the accuracy of data collected. The current study will use descriptive study design which is more reliable.

Wood and de Menezes (2011) opined that employee involvement is core to the service delivery in the organization. The employee involvement leads to organizational democracy and commitment which performs a pertinent part in the productivity of the company. Staff involvement has been cited by a couple of studies as an important gradient in service delivery and productivity of the organization. The greatest asset of the organization is the employees therefore when these workers participate in decision making of the organization there will be increase in productivity. The service delivery and performance of the organization is as a result of a great commitment and involvement of the staff.

Light (2014) research opined that the human resource among many resources of the organization is the major resource. The study established that the human resource has to be given an ideal environment so that they can be motivated to perform. The study opined that the employees must be able to have the right in order for them to increase the productive in the organization. The study established that when we have right values, right attitude, commitment and innovative nature among the employees the organization is destined for exemplarily performance.

Hashmi (2007) the study investigated total quality management practices that are key in attaining the quality of the service delivery and superior products in the organization. To achieve the superior organizational performance there should be commitment of the top management, employee training, clients or customer focus, involvement of employees in decision making process, regular communication and acceptable values and culture. An organisation to achieve the objective of TQM practices it should ensure there is continuous training of the employees, these will ensure efficiency, productivity and productivity in the organization.

Panuwatwanich and Nguyen (2017) the study established that when there is prompt feedback and communication the goals and regular training there is positive and significant improvement of performance in the organization. While the study is was carried out in Vietnam and in the construction firms, the current study will be in National police service Nakuru County Kenya.

Goetsch and Davis, (1995), opined that the most vital element which hinders performance of Total quality management programmes in organization is the passive and negative

attitude of the staff towards those who are in managerial positions. The staff must be encouraged to be more committed and inspired to work with management to achieve the vision of the organization. The top management should encourage team work, team building and support to all the staff so that they can feel as part of the association. The staff when they trust each other and the top management they're is high likelihood they can endeavor to ensure there is superior service delivery to the customers and effectually good performance of the organization there should be concerted efforts to involve the employees in making decisions and giving ideas how to improve company's service delivery.

A study by Sajid and Syeda (2011) aimed at measuring the correlation between employee engagement and organizational performance in Pakistani organizations. "Questionnaires were used to gather data from various organizations. A sample size of 509 was used. The verdicts of the study showed that with involvement of employees, the performance of organization that was studied in Pakistan went high. Positive performance in the organization was established from a relationship that involved capacity development, team orientation and empowerment. The study advised that organizations are supposed to involve their employees when coming up with decisions in every level of the organization. This is by delegation of powers and authority, while embracing team-based structures that would help the employees to perform their duties well. While the findings of this study offered critical insights on role on association between the study variables, the study only did not utilized secondary data; the current study will utilize both primary and secondary data to draw conclusive results.

Kyalo (2015) the study revealed that sound leadership has a positive and significant effect on the performance of the Kenya power and lighting company. The study revealed that when total quality is implemented well in the organization the service delivery is improved and the customers are motivated positively. When the customers get good services and better products they tend to remain loyal to the company and this drastically improves the performance of Kenya power. While the study concentrated in the implementation of total quality management practices in Kenya power our study will attempt to investigate the total quality management and performance in National police service whereby the indicators of performance is service delivery.

Odero (2018) study found out that almost 50% of the workers opined that employee integration has immense influence in the service delivery and effectiveness of the organization. The studies recommend that public universities should have a strategy to involve their workers in the organization as this will boost the performance of the organization. The workers when they feel part the decisions taken by the top management they can be able to perform their best because they know it was their idea. The top management should be able to encourage open communication, peer recognition and better feedback to ensure that there is effective and efficient service delivery. While the findings of this study offered critical insights on role on association between the studies variables, the study only did not utilized demonstrate the research methodology employed.

Sofijanova and Zabijakin-Chatleska (2013) carried out a study on, “Organizational performance and employee involvement: Evidence from the manufacturing sector in Republic of Macedonia. The researchers explored engagement of employees in decision

making, solving issues that arise and how the organizations performed in relation to each other. Data was collected from 36 industries in Macedonian manufacturing industry. From the discoveries, relationship that was positive was seen. This was discovered by indicators between good performance and an effective involvement of employees. For the companies to have an improved performance, the organizations were advised to embrace engagement of employees. The political climate in Republic of Macedonia is deferent from Kenya thus the need to carry out study that reflect the local scenario

Odero (2018) researched on,” Employee involvement and employee performance: the case of part time lecturers in public universities in Kenya. A sample of 60 lecturers who worked on a part time basis was selected from 4 Kenyan public universities from western region. Information collection from the respondents was done by the use of questionnaires that were structured. It was found that engrossment of workers had a great influence on employees’ performance. Recommendation given was that engagement programs should be taken by universities that are public.

#### **2.3.4 Customer Focus and Organizational Performance**

The customer is one of most important pillars in which TQM is based. The researchers and authors have agreed to be focus on employees’ activities and the top priority of TQM, from which to design operations, product and after sales services (Jabal, 2013). It is clear that the organization must work to increase efficiency of employees through training, studying, understanding the customers’ needs and to use the special means to measure customer satisfaction, know the reasons for decline, rely on suggestions and opinions from customers about products that have been introduced and this will increase customer satisfaction and win new customers (Juma, 2007). There are many researchers

and authors who agree on the importance of focusing on client in organizations where it has a positive impact on performance of employees and it is a key focus of any organization seeking to achieve the level of performance required of employees (Cai, 2009; Wu et al., 2004).

Githinji (2015) examination used the Primary data which was collected directly from the respondents in all commercial government owned entities in Kenya. The study concluded that the customer service should be given priority when dealing with the clients. The products and service has to be packaged well and there should be clear service to the clients so that the organization can maintain the clientele for service delivery. The study revealed that those organizations which are giving exceptionally well service they products and services were packaged excellently. The study showed that customer service is not only import element in good performance but critical in creating good working relationships between the service provider the clients.

Yaacob (2014) the study investigated the effect of customer in Malaysian public companies performance. The investigation showed that customer focus positively correlated with the staff satisfaction, innovativeness, and a satisfied client. The study evaluated the other TQM strategies which influence performance in an organization. The current study will attempt to investigate the service sector particularly the national police service in Nakuru County Kenya which is different from the Malaysian government structure. Conclusion, the current study will move further to incorporate secondary data so as to draw conclusive results.

Arumugam, Ooi, and Fong, (2008) “the concept of Total Quality Management (TQM) has been adopted by most organizations globally and it has led to improved performance.” Indeed, occupational exercise strappingly states and observes TQM as a tool of management for civilizing structural performance. TQM is principally accepted as a competitive advantage tool which is used to gauge the value of delivery of service, the value of the goods and the performance of the organizations. The TQM is key in management the modern complex organization where there is global competition, therefore the organization which will adopt the superior performance will be able to survive and excel. It is expected that an essential ingredient in management of organizations globally.

The main objective of Kenya national police service is to make sure they do the requirements of law enforcement of the citizens within the financial challenges which the government faces. The TQM is well implemented in the private segment while in the public segment is trailing far behind and there has seen lawlessness in the community. TQM practices enactment in the public area has faced tremendous challenges due the bureaucracy and public sector policies which are time consuming and expensive. Because governments or public sector has the monopoly of the services they provide the citizens don't have option but keep up with the mediocre service delivery. The public service should be able to treat their customers as customers both within and without.

The TQM pursue the customer focus by researching and investigating what are the services which the citizens want. The information obtained is useful to regulate the value of goods and services the customers need. In order to execute its mandate to perfection the Kenya police service makes attempts to ensure that the citizens participate to

determine how the police service should deliver its mandate. In TQM the philosophy should be that the customer plays the central role in determining the quality of the service to be given to the common person on the ground (Edwardsoft, 2011).

Psomas et al (2017) investigated the factors of TQM on organizational performance a case of the hospitality sector in Greece. The study established that TQM quality management practices are positively and significantly correlated to organizational performance in the hospitality sector. The study showed that the presence of top management commitment inspired the employees, the staff training and regular feedback and communication led to improved performance in the sector. It's paramount to note, that traditions in the hospitality sector in Greece differ significantly from those in Kenya and hence the need to develop results that portray the current situation in Kenya.

Rakiman, (2012) reviewed, the literature on total quality management (TQM) practices in service organizations in Malaysia." The study aimed to synchronize the most effective TQM practices which enhance service delivery and company's performance. The study established that commitment of top leadership; human resource management and customer focus play a central part in the effective performance and service delivery. The study opined that leadership is a major ingredient in service quality and performance of much organization. The total quality management practices have spurred to better operational performance, the staff and customer and improved management system of the inventory.

Muesenze, Munene and Ntayi (2013), carried out research on, "Communication practices and delivery of quality services to customers in local government in Uganda." The



researchers aim was to look into the communication practices and customer service delivery relationship. This investigation was done in local governments of Uganda. A sample of 212 Uganda local governments was used. Findings implied that delivery of services that are quality in Uganda's local Government was positively influenced by communication practices that are both formal and informal. The study was carried out in Uganda while the present research would be carried out in Kenya. The study has not put into consideration policy deference between the two states

Basamh, Huq and Dahlan (2013) the researcher's attention was on project bosses, members of teams and change handlers and some project managers that were senior. Suitability of factors of success that were important was measured form implementation project profiles for Malaysia GLCs. A conclusion was made and it was found that people's ability to change is based by the introduction of change in an organization. It was recommended that change advantages must be understood by employees so that to they can as well fully implement the change for better performance.

## **2.4Summary of Literature Review**

Most empirical studies seem to agree with those of Powell (2009) and Ngambi and Nkemkiafu, (2018) that TQM practices have a positive impact on organizational performance. In Brah and Tee (2012), Prajogo and Brown (2014) and Sadikoglu(2014) Kenyan researchers have greatly looked at the variable in details. When the staff is trained and appropriately motivated the standard of delivery of good service is better significantly. The study concluded that there should be organized training for the top and middle level management to guarantee that the service delivery and performance of the organization is going to improve significantly.

Nkoryo (2012) carried out a study on the performance SIC insurance company. The findings revealed that the organization carried out irregularly training which adversely affected the organization in relations to delivery of service and performance. The researcher opined that for the insurance company to achieve high performance there must be concerted efforts to streamline training in the organization. When there is appropriate training in the organization the staff will be motivated which will lead to better output which will eventually affect the service delivery positively. In order for the organization to manage change appropriately there should be proper training procedures and accepted protocols in the organization

The past studies have shown that there is inward driven and focused on employees which spur performance in organizations when employees are motivated and inspired to participate in the decision making they are encouraged to come up with game changing ideas which can increase the service delivery in the organization. Organization forms teams and groups to deliver specific objectives which eventually will improve service delivery in the organization. There is an increase in demand of services by the common person from the police service in Kenya. This increase in demand for the service of police by the increased population means that the Kenya police service must apply the TQM practices so that they can enable to improve performance in the security sector. This involves installing more efficient systems, more effective procedures and guidelines, staff attitude change and practicing work values to enable the Kenya police service to achieve its vision the leadership should ensure that the staff should be empowered to ensure that they get

involved to ensure there is appropriate mechanism to ensure superior service delivery and performance of the organization.

However, a large number of literatures are written from a different cultural context as compared to the local culture under study. Mishael (2019), Kimanthi (2016) and Omondi (2017) in their studies suggest that there is statistically significance relationship between implementation of TQM practices and organizational performance. There is a dearth of research into total quality management in relation to Kenya Police Service. In Kenya, only one national survey has tried to discuss on police organizational performance. The review of the several literatures shows that is conflicting results to in the total quality management practices in the performance.

## 2.5 Research Gaps

**Table: 2.1 Research Gaps**

Author	Study	Methodology	Findings	Gaps Identified	Focus of the Proposed Study
Khor <i>et al</i> (2016)	effect of total quality management in the micro finance institutions, the research established that the TQM is a significant correlation related to performance in the financial sector	Descriptive Survey research design	The study demonstrated that the resource based theory can be used to show how vital unique, rare and imitable resources are in implementation of the TQM practices to improve performance	The study was conducted in Arab world which have different policing however the current study will feature local Kenyan scenario	Present study explores on effect of employees continuous training on performance of Kenya police service
Ndibe (2014)	Effect of Employees Continuous Training on Organizational Performance	Descriptive survey	there is positive impact of unsystematic training and demonization of the workers and low productivity in the organization	The study forecast on commercial enterprise while the current study will feature government parasternal.	Present study explores on effect of employees continuous training on performance of Kenya police service
Omosa (2018)	influence of employee training on organizational performance: a case of Kisii County Government	Case study survey design	The research concluded that there was a positive significance in the training of the employees and the service delivery of the organizationturn effects on the recital of the employee and organization in general.	Research fails to articulate the methodologies used and thus raising question on results reliability.	Present study explores on effect of employees continuous training on performance of Kenya police service

Kaynak, (2003)	“Factors affecting <sub>1</sub> the effectiveness <sub>1</sub> of police performance in Metropolitan Police Bureau.”	Cluster and simple random samplings for quantitative data and in-depth interviews for qualitative data	sound leadership is vital in application of the total quality management practices in the organization	The study only relied on descriptive statistics; however the current study will use both descriptive and inferential stats to draw conclusive results	
Wahome, (2017)	“Role of senior management support practice on the performance of Steel manufacturing companies in Kenya”	Descriptive design of research	Senior management support didn’t have any tangible effect on the firm’s performance.	This study only employed primary data thus omitting the use of secondary dat. The current research will employ both primary and secondary data to come up with conclusive results.	Present study explores Role of support <sub>1</sub> from senior management practice <sub>1</sub> on performance of all manufacturing <sub>1</sub> firms
Ahmed (2016)	“Relationship between support from top managers and projects performance: an empirical study of projects in the public sector in Pakistan.”	Random sampling method was used on data that was cross-sectional. Data was collected and gathered from online survey from public sector projects.	Findings showed that formulators of policies must make sure that there is senior support from the management in projects on the public sector so as to improve the work performance.	The current study will move further to incorporate secondary data so as to draw conclusive results.	Influence of top management leadership on performance of Kenya police service

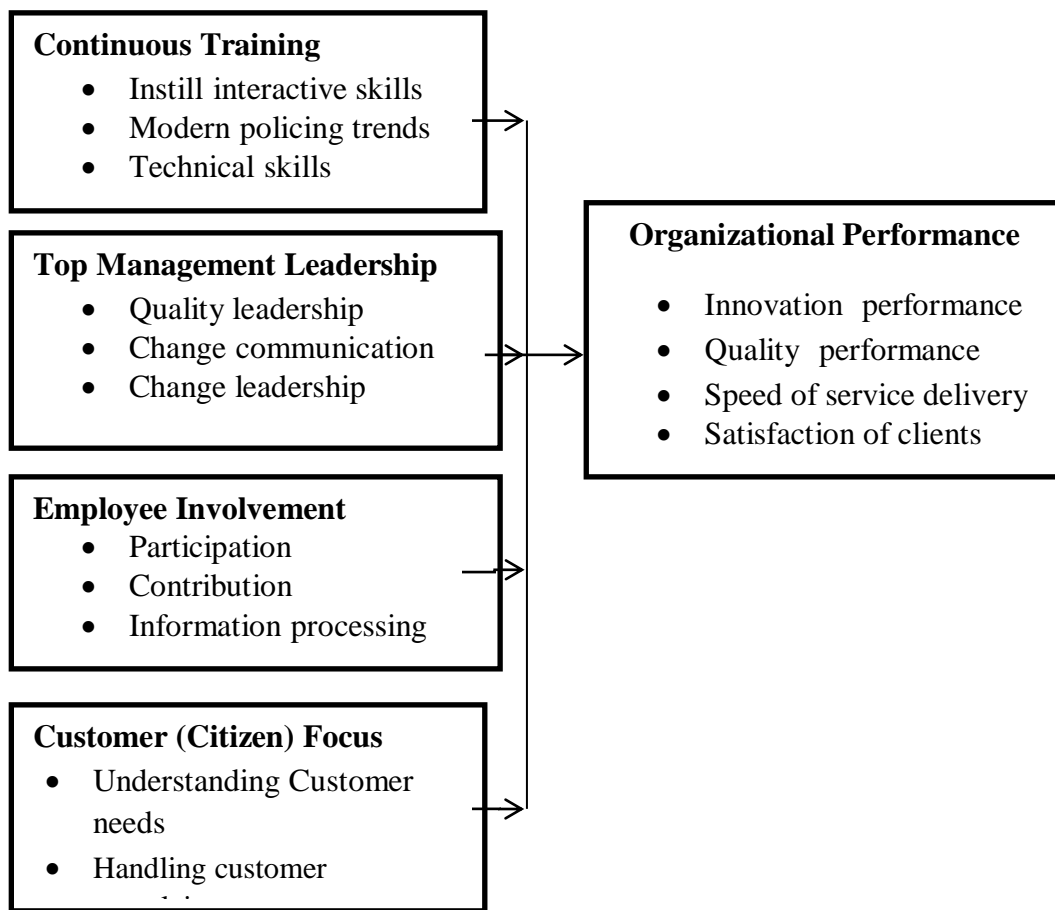
Githinji (2015)	“Measuring the correlation between employee engagement and organizational performance in Pakistani organizations.”	Questionnaires were used to gather data from a trial of 509	Positive performance in the organization was established from a relationship that involved capacity development, team orientation and empowerment.	Study conducted in major companies in the city However current Study focused on employee engagement and organizational performance	Effect of total employee involvement and service delivery of Kenya police service
Yaacob (2014)	effect of customer in Malaysian public companies performance	Descriptive research design was used and Primary data which was collected directly from the respondents	ustomer focus positively correlated with the staff satisfaction, innovativeness, and a satisfied client	The current study will move further to incorporate secondary data so as to draw conclusive results.	Effect of customer focus on performance service delivery of kenya police service,

## 2.5 Conceptual Framework

The figure underneath is the conceptual framework of the research that will show the relationship between the independent and the dependent variable. The following is a diagrammatical representation of the association among the dependent variable organizational performance and the independent variables namely: continuous training, management leadership, employee involvement and customer focus.

### Independent Variables

### Dependent Variable



**Figure 2.1 Conceptual framework**

**Source: Author (2021)**

Training is the core ingredients of quality service delivery and performance in many organizations. Many studies have opined that the training should be able to be offered for the

top levels decision makers in the organization as they are the one bestowed with strategic decisions. The regular training plays a major function on equipping the top managers with the required total quality management skill to ensure that the organization gives high quality service and products. The organization can be able to create a brand through perfect service delivery or competitive advantage

In an organization higher level manager usually perform a big and important part in the service delivery. Organizations are putting much emphasis the quality of the service and product so that they can attract more customers and maintain the regular customers of their products and service. Many organizations have been pushed from the industry due to poor quality products and the service (Zubair, 2013). In the current twenty first century of technological advancement the organization has to ensure that their products are exceptional quality so that the customers can get the value for their money. When we have suitable leadership styles then the organization can achieve high output which is coupled with exceptional performance.

Employee involvement encourages individual, groups and teams contribution to decision making, problem solving and all processes required to make the organization perform better (Suganathi& Samuel, 2015).. The members come up with new ideas, means and innovative strategies which enable superior delivery of services and products in the company. When the personnel are stimulated to contribute and involve themselves in exploring in ways to have competitive organization performance, they will be highly motivated.

The essence of this concept is to satisfy customer with the required work properly from the first time, as well as to consider all employees to customers' focus of activity and attention,



whatever the nature of their functions and employees must investigate reactions to customer on the services or products provided (Suganthi & Samuel, 2015). As the intended client is individual in which all activities and efforts are focused, in order to achieve or exceed his/her needs and expectations. Therefore, his/her current, future needs and desires must be determined (Boukmeish, 2010). It also includes dimensions of customer focus, identifying internal and external customers, knowing customer needs, desires, studying customer's trends, expectations, following up the complaints and taking the views when developing a product or service, and gaining new customers.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Methodology is a systematic examination method used at a particular type of research or study. This section the study focused on the research design, data collection methods target population and reliability and data analysis methods which will enable the researcher to achieve the research objectives.

#### **3.2 Research Design**

This method of the overall plan and structure which the research proposal through it was carried out, the current research applied the descriptive as it was the one which ensured the relevant data and organize and tabulate it accordingly. Rendering Cooper and Schindler (2006), a descriptive research design most relevant where the researcher attempts to describe the elements of a particular subset approximate the portion of people who possess certain attributes which can enable a research to make predictions based on the data.

Mugenda and Mugenda (2006) have opined that descriptive research design as a methodical, experimental investigation into which the investigator doesn't have express it intrinsically influenced. Descriptive research is appropriate in current study because it depicts the information, attributes, and characteristics the way they are and cannot be influenced in any way.

#### **3.3 Target Population**

Mark Israel (2015) describes target population the entire group of individuals where the sample will be picked from. This comprised the whole subjects which the research was

interests to get the data. The current study the target population was 1250 policemen and women employed in the divisions in Nakuru County.

**Table 3.2: Target Population**

Category	Frequency	Percentage
Gilgil Division	92	7.2
Molo Division	163	13
Njoro Division	71	5.7
Nakuru North Division	59	4.7
Nakuru Central Division	420	33.6
Subukia Division	100	8
Rongai Division	120	9.6
Kuresoi Division	115	9.2
Naivasha Division	110	8.8
<b>Total</b>	<b>1250</b>	<b>100</b>

**Source: HR police records (2022)**

### 3.4 Sampling Design and Procedure

According to Mugenda (2003) a trial size of 10-30 % is representative of a given portion of the populace under investigation. descriptive research design requires a representative sample of 10-30%. A sample refers to taking a representative of a given part of the population. The study used a stratified sampling. The strata were the nine divisions under Nakuru County which were Gilgil, Molo, Njoro, Nakuru North, Nakuru Central, Subukia, Rongai, Kuresoi and Naivasha division.

Selection of sample was done using stratified sampling because the researcher's sample has jointly limited clusters that are applicable, appropriate and meaningful in the context of the study. Also, stratified sampling is not biased and bids the most generalization. This type of

sampling technique enabled the researcher to get a feel of the problem from each of the levels. According to Deming (1990), stratified sampling technique produce approximations of general population restrictions with superior precision and ensures a more representative sample is derived from a comparatively similar population. The sample size of 16% was taken and therefore 200respondents were used for the study. According to Mugenda and Mugenda (2003), a sample of 16% is dependable.

### **3.5 Data and Data Collection Instruments**

Questionnaires are the appropriate tools for collecting primary data as opined by Israel (2015). The current study made use of questionnaires in data collection. The closed ended questionnaires<sub>1</sub> were used to collect the data though drop and pick. The questionnaires were cost effective and appropriate in this current study because their population is large.

### **3.6 Pilot study**

Mugenda and Mugenda (2009) have recommended the pre-testing of the data collection instruments which enhances clarity and dependability of the instruments used. It enabled the researcher to assess the clarity of the instruments and their us, in case of any errors which be detected during the piloting appropriate action was taken to ensure the questionnaires were reliable.Pilot testing was done in Kericho County. Ten policemen were picked one from each division in Kericho County. This was appropriate because the national police service have one chain of command throughout the country, therefore Kericho being a neighboring county to Nakuru it is the appropriate choice.

### **3.7 Validity of the Instruments**

Israel (2015) described validity as the degree of accuracy in which the selected sample is representative of the subject that is projected to measure. The content validity enhances to measure the degree the attributes within the elements of the measure are relevant and valid of the construct they are supposed to measure. The supervisor was used to ascertain the veracity of the research instruments as an expert.

### **3.8 Reliability of Instruments**

According Mugenda and Mugenda (2009) reliability is the intensity of a data collection technique results to stable outcomes and consequently investigators would arrive at comparable interpretation and conclusion. The internal consistency of the research was applied for reliability consideration. According to Israel (2015) internal consistency is a gauge of reliability that reflects on how steady the similar construct's measures are with one more. Internal consistency was assessed using Cronbach Alpha coefficient. A large coefficient indicates that the items are highly correlated with one another.

### **3.9 Data Collection Procedure**

The questionnaires were dispersed to respondents via a drop-and-pick system. By increasing the response rate, the technique is an effective way to decrease possible partiality of non-response. Respondents were required to fill out the questionnaire completely and truthfully. Primary data was collected by administering the questionnaires either personally or with the assistance of field assistant to the sample from the study population which

are police officers in Nakuru County within police lines. The collected data checked to detect any errors made by the respondents and ensure its general accuracy.

### **3.10 Data Analysis Procedure**

Once the questionnaires were collected, they were scrutinized to ensure that they were dully filled and that they were consistent. They were then numbered and checked to see that all the items were answered according to instructions in order to reduce errors and maintain the validity of the data. Initial steps included editing the filled questionnaires and responses from the research instruments in readiness for analysis and also to minimized errors and incompleteness in the collected data. Responses were then categorized and coded appropriately and entered into Statistical Package for Social Sciences (SPSS), Descriptive statistics such as means, percentages and frequencies were used thereby transforming the raw data into figures and tables for interpretation for clear understanding.

### **3.11 Ethical Considerations**

Ethical considerations is an important tenant in research. The research adhered to high standard of research ethics by ensuring that the permission is secured from NACOSTI. This enabled them to ensure that all the protocols in research is followed. The researcher also shared the transmittal letter to the respondents to assure them of high confidential level of the information they shared. The responded were assured the information obtained from them was only used for academic purposes. According to Busha and Harter (1981), professional ethical standards should be noted during all phases of the research process. Throughout this study the researcher strived to adhere to ethical research

considerations and professional guidelines, This involved avoiding acts of misconduct in research, such as data fabrication, falsification and plagiarism, The researcher made sure that information collected was treated with due confidentiality and was used purely for research work.

## **CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION**

### **4.1 Introduction**

Findings of the data analysis are presented in this chapter. The section that is on first presents the results of the demographic facts. The sections that follow present the findings and discussions of the work objectives with descriptive figures.

### **4.2 Response Rate**

The response rate is expressed in a ration form of the actual number of respondents in the study. The higher the response rate the better the sampling fraction. A total of 245 questionnaires were distributed and 200 were received with responses. Since the number of questionnaires collected represented 81.6% of the sample it was considered suitable and sufficient for tenacities of data analysis as suggested by Sekaran (2022).Mugenda & Mugenda (2003) noted that 50% response rate is adequate, 60% is good & above 70% is excellent and hence this response rate of 81.6% was well-thought-out excellent and suitable for the analysis to give dependable evidence. This suggests that the results of this research could be comprehensive to replicate the interpretation of the police service in the study on total quality management practices on organizational performance of Kenya police service, Nakuru County.

**Table 4.1. Response Rate**

	<b>Questionnaire administered</b>	<b>Questionnaire filled and returned</b>	<b>Percentage</b>
Respondents	245	200	81.6

**Source: Survey Data, (2022)**



### 4.3 Respondents Demographic Information

The purpose for this section is to examine the respondents who filled the questionnaire demographic characteristics including gender, level education, and rank of service and the duration they have been in the national police service working. The sections that are following present the results that were obtained.

#### 4.3.1 Background Information

**Table 4.3: Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	108	54
Female	92	46
Total	200	100.0

**Source: Survey Data, (2022)**

Investigations on age category among the selected police officers employed in the divisions in Nakuru County showed that a large number of the respondents as shown by 54% were male whereas 46% of the respondents indicated that they were female. This suggests that respondents were distributed well in gender terms. Additionally, it can be disguised that there is genderdisproportion in the National Police Service. The findings concur with a research done by Amadi (2014) who studied on, the effect of training and development on employees' performance at Safaricom limited call center. In demographic depiction terms, 54% represented female while46% were male. This means that national police service takes deliberation of the balance of gender postulated in the Constitution of Kenya while hiring staff.

### 4.3.2 Level of Education

**Table 4.4: Level of Education**

<b>Education level</b>	<b>Frequency</b>	<b>Percentage</b>
Masters	30	15
Undergraduate	54	27
Diploma	65	32.5
Certificate	51	25.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

**Source: Survey Data, (2022)**

Respondents were requested to specify their uppermost education level attained. From the research findings majority of the respondents as shown by 32.5% indicated that they held diploma certificates, 27% of the respondents stated to that they were university undergraduates, 25.5% of the respondents showed that they held college certificates while 15% of the respondents specified that they held master’s university certificates. This infers that majority of the respondents were well educated and that they were able to respond to research questions with ease.

The study findings are in line with Kihuu (2016) who studied on the influence of management leadership on the performance of Saccos in Kiambu Sub County, Kenya. Most of the people employed in this sector comprising majority of the total respondents had diploma courses at 43%. 1st degree holders 37%, certificate at 10%, postgraduate at 7% and other qualification at 3%. In terms of the levels of education, the company’s hire competent staff with at least a tertiary level of education. From the discoveries, most of the respondents had accomplished academic qualification corresponding with their designated job and it can therefore be incidental that education level has an outcome on total quality management practices on performance of Kenya police service, Nakuru County

### 4.3.3 Length of Service

**Table 4.5: Length of Service**

<b>Service Length</b>	<b>Frequency</b>	<b>Percentage</b>
Below 3 years	19	9.5
3-5 years	47	23.5
5 -7 years	59	29.5
7 years and above	75	37.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Survey Data, (2022)**

On the period of which the respondents had served in the National police service, majority of them indicated that they had served for more than 7 years which is quite a long period of work as shown by 37.5%, others specified that they had operated for a period between 5-7 years as shown by 29.5%, 23.5% stipulated that they had worked for a period between 3-5 years while 9.5% stated that they had served for less than 3 years. Outcomes of the research have a meaning that the respondents have been in the company for a lengthy period of time and thus the provided information might be labeled as dependable.

The study findings are in contrary with those of Akoth (2014) in a research on, "The effects of training on employee performance: a case study of United Nations support office for the African union mission in Somalia. Based on the number of year that employees had worked in the corporation, the research showed that most of them had been in the firm for a passé of amid 1-10 years. Therefore, this shows that the company retains its employees and also has a teaching and development program that helps in sharpening their skills.

The results also reveal low staff turnover which may be attributed to good leadership of this county, only 9.5% of the plaintiffs have been in hired for less than 3years. In a study on, "the relationship between administration and performance, (Maria, 2013) found that the

experience of employees is quite important in a company in such a way that management highly depends on their skills. From the results thus majority of the respondents were knowledgeable and hence were advantageous for the research on total quality management practices on performance of Kenya police service, Nakuru County

#### 4.3.4 Rank of Service

**Table 4.6: Rank of Service**

<b>Rank</b>	<b>Frequency</b>	<b>Percentage</b>
Police Commissioner	9	4.5
Senior superintendent	17	8.5
Superintendent	7	3.5
Chief inspector	26	13
Inspector	31	15.5
Senior sergeant	16	8
Sergeant	29	14.5
corporal	44	22
constable	21	10.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Survey Data, (2022)**

On the rank of service, majority of the respondents designated that they were ranked as corporals as shown by 22%, 15.5% indicated that they ranked as inspectors, 14.5% were ranked as sergeants, 13% were ranked as chief inspectors, 10.5% were ranked as constables, 8.5% were ranked as Senior superintendents, 8% were ranked as Senior sergeants, 4.5% were ranked as Police Commissioners while 3.5% indicated that they were ranked as Superintendents. This implied that the respondents were of different rank levels; therefore, data collected cut across all ranks and was illustrative.

#### 4.4 Descriptive statistics

##### 4.4.1 Effect of Continuous Training On Organizational Performance.

#### 4.4.1 Awareness of Training activity of Kenya Police

**Table 4.7: Awareness of Training**

<b>Training Awareness</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	172	86
No	28	14
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Survey Data, (2022)**

On the question on whether the respondents were aware of training in their organization, majority of them as shown by 172(86%) indicated that they were aware while 28 (14%) indicated that they had no idea. This suggests that a good number of the respondents had a clue on training and by some means had gone through it.

In terms of the training superiority large number the respondents rated it as excellent, very good or good. This in turn is a suggestion of a programme of training that has objectives that are clear, applicable, vibrant means of distribution and which inspires the workers. Normally, it is expected that skills, competencies and job know will bolster performance in the national police service. Simon (2012) states that, through trainings staff gets a sense of belonging, appreciated and share experience away from the working environment. Given this set-up workers develop motivational impetus that incisions across the whole corporation. Reynolds (2014) points out training have a complementary role to play in accelerating learning. It is supposed to be reserved for circumstances that validate amore focused predictable tactic rather than observing it as an inclusive and all-pervasive people progress resolution. He also mentioned that the conservative exercise model has a propensity to highlight subject precise knowledge rather than trying to build core knowledge skills.

Gakuru (2006) researched on, “the relationship between training practices and performance, the study was a survey of companies listed on the NSE.” He considered the establishments in general, and found that the practices of training have an important performance effect, and that, methodical training borne better outcomes than non-systematic training. Nguku (2006) researched on, “ Staff training and development practices in state corporations in Kenya.” She found that trainings of employee that are intended to support staffs in obtaining improved skills, information and boldness towards their work produced improved performance.

#### 4.4.2 Effect of Continuous Training on Organizational Performance

The respondents were asked to indicate how continuous training affects their performance in the organization. This is discussed in table 4.9 below;

**Table 4.8: Continuous Training on Organizational Performance**

<b>Training</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Standard Deviation</b>
All employees in your organization get training on Total Quality Management programs	1	1	17	68	113	4.45	0.15
Employees in your organization are frequently trained on Total Quality Management programs	0	3	21	79	97	4.35	0.14
Employees in your organization get timely training on Total Quality Management.	0	0	15	35	150	4.67	0.19
Employees are involved in the Total Quality Management training programs.	1	2	5	85	107	4.47	0.16
Training received by employees of your organization equips them with understanding on TQM and their role in it.	2	0	1	40	157	4.75	0.21

**Source: Survey Data, (2022)**

The research set out to find the extent to which respondents alleged that continuous training affectseffective management of quality management practices which enhance the organizational performance. The respondents were presented with five Likert scale questions relating to continuous training. A significant number as shown by a mean of 4.75 strongly agreed that training received by workers of the association equips them with TQM understanding and their part in it; others strongly agreed that personnel in the organization get sensible training on Total Quality Management as shown by a mean of 4.67. Others agreed that employees are tangled in the Total Quality Management programs of training as shown by a mean of 4.47, other participants indicated that all staffs in the organization get training on Total Quality Management programs as shown by a mean of 4.45 while others agreed that personnel in the association are regularly trained on Total Quality Management agendas as shown by a mean of 4.35, the findings showed that regular training improves competence and bring successful service delivery in the organization.

The findings concurred with Githinji (2014) who analyzed on the impact of staff training and how to influence performance. The research found out that after the workers had gone through training their performance improved remarkably particularly on the top management staff. This is an indicator that there is a motivation of the top management to continue with regular training to bolster productivity and service delivery in organizations. There is positive impact of unsystematic training and demonization of the workers and low productivity in the organization. Consistent training plays a major role in equipping the top management with the essential total quality management aids to certify that the association gives services of high quality.

The findings also concur with Akoth (2014) which established that change process can be seen when training is done to employees which helps them be engaged in their work. New tasks in the company were seen from the management on the top level; however, this was not seen from the management in the middle level. Employees are mostly assisted by managers in the top level which are motivated by training activities that are embraced by the organisation. However, this may not be seen in the management which is in the middle. Through training, innovation and competency is enhanced especially when the employees get engaged in training. Performance is also enhanced and enthusiasm to continue working is also brought about by training. Training that is given makes the employees feel motivated consequently helped the performance of the institution rise high while improving the skills of the employees.

#### 4.4.3 Effect of Management Leadership on Organizational Performance

**Table 4.9: Management Leadership on Organizational Performance**

Management Leadership	Strongly Disagree	Disagree	Modestly Agree	Agree	Strongly Agree	Mean	Standard
Top management of your organization provides a leadership role in quality management initiatives	0	2	1	61	136	4.65	0.18
Employee's ideas on ways to improve quality in the organization are welcomed by the top management.	0	0	1	5	194	4.96	0.26
The organization has an organizational quality mission and policies	0	0	0	0	200	5	0.27
Managers making decisions on how to address crime rates	4	3	7	95	91	4.33	0.15
Top management of your organization takes part at all stages and levels in the quality management programs	1	3	11	27	158	4.69	0.20
The organization has a formal quality management structure	2	2	6	14	176	4.8	0.23

**Source: Survey Data, (2022)**



The respondents were inquired to designate the effect of management leadership on organization performance. A large number of respondents as shown by a mean of 5 strongly agreed that the organization has a structural quality work and strategies. Others as shown by a mean of 4.96 strongly agreed that worker's ideas on behaviors to expand quality in the society are hailed by the top administration. Other participants indicated that the organization has a formal quality management structure as shown by a mean of 4.8. Other respondents agreed that top management of the organization takes part at all stages and levels in the quality management programs as shown by a mean of 4.69. The top management of the association offers a leadership role in quality management enterprises as shown by a mean of 4.65, while others agreed that managers are usually keen on making verdicts on how to discourse crime rates as shown by a mean of 4.33.

The study conclusions were consistent with Lawal (2007) in his research where he concluded that in the presence of sound leadership there is effectual information flow from the top administration to the subordinate staff which implies that the lower staff can be able to share the same vision of the party with the top directors. When there is good communication it means that it will help to clear any misunderstanding of the staff. When there are strong leadership behaviors this will positively influence the service delivery and the quality of the products of the organization.

The findings concur with Kihiu (2016) who did a study on, "The influence of management leadership on the performance of sacco's in Kiambu Sub County, Kenya." The study showed that leaders in an organization had the supremacy to reinforce the progression in which effort was finished by workers. Mathew and James (2006) state that a lot of emphasis is only on advanced skills of management such as management and the detailed headship aids that is

essential to bring into line people and values to implement plan. Marquis and Huston (2000) note that either on the top or in the bottom of the organizational structure without capabilities, even the best approach with the best factors of environment will have incomplete likelihoods of accomplishment.

#### 4.4.4 Effect of Total Employee Involvement on Organization Performance

**Table 4.10: Total Employee Involvement on Organization Performance**

<b>Employee Involvement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Standard Deviation</b>
As part of implementation of quality management in the company employees quality of life is effectively managed by the organizations top management	0	1	7	12	180	4.85	0.2
The organization spends a large amount of its annual budget on employees training and development on total qualitymanagement systems	1	1	10	7	181	4.83	0.2
Quality management systems programmes promote the freedom of employees to use their initiative in matters of customer delivery.	0	0	2	51	147	4.72	0.19
The organizations management has promoted the establishment of an environment that encourages employee efforts toward attainment of institutional objectives	3	1	7	31	158	4.7	0.20
Employees at all levels have the responsibility and authority to make decisions that affect them and their work teams	1	2	5	85	107	4.47	0.16

**Source: Survey Data, (2022)**

The examination of the outcome of employee involvement on organization performance was also carried out. Most of the participants as revealed by a mean of 4.85 strongly agreed that

as part of enactment of quality management in the corporation worker's, value of life is efficiently achieved by the top management at the top in the company. Others as revealed by a mean of 4.83 strongly approved that a large amount of the company's annual budget is spend on training of employees and expansion on systems of total quality management. Quality management systems programmes promote the freedom of employees to use their initiative in matters of customer delivery as shown by a mean of 4.72. Other respondents stated as shown by a mean of 4.7 stated that the management in the organizations has indorsed the creation of an atmosphere that inspires worker efforts towards the accomplishment of official purposes while others agreed that workers at all stages have the obligation and authority to make choices that distress them and their work teams as shown by a mean of 4.47.

The findings corresponded with Kihiu (2016) who studied on, "The Influence of total quality management practices on the performance of saccoes in Kiambu Sub County, Kenya." The findings showed that the Saccos workers were always involved in processes of the business that arise every time. According to Macey (2012), a worker who is involved is always in a better position to meet organizations needs, therefore such a member of staff takes inventiveness emphasizes while at the same time wires principles and ethics of the organization. Nzioki (2013) researched on "The influence of total quality management practices on job satisfaction: a case of the administration police service, Nairobi county." The results of the research matched with Anderson et al. (1994a) who stated that, internal cooperation among staffs allows higher individual act by creating equally advantageous situations among structural members and amongst administrative members and the firm as a whole.

Feigenbaum, (1991) noted that so as to have participation of employees which is effective, contributions and ideas of employees required to have received thoughtful contemplation and be put into action whenever the endorsements were complete and pertinent. Employee suggestion programs were among the motivational agendas that received major attention. Wood and de Menezes (2011) opined that employee involvement is core to the service delivery in an organization. The greatest asset of the organization is the employees therefore when these employees are involved and participate in decision making of the organization there will be increase in productivity. The service delivery and performance of the organization is as a result of a great commitment and involvement of the staff.

#### 4.4.5 Effect of Customer Focus on Organizational Performance

**Table 4.11: Customer Focus**

<b>Customer(citizen) Focus</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Standard Deviation</b>
The organization incorporate customer (citizen) needs in developing and offering their services.	0	0	15	35	150	4.67	0.19
The organization maintains close link with its customers (citizen)	1	2	5	85	107	4.47	0.16
The organization strives to meet and exceed customer (citizen) needs and expectations	4	3	7	95	91	4.33	0.15
The organization continuously improves its processes to give quality services to their customers.	1	2	5	85	107	4.47	0.16
The organization continuously monitor their processes identify faults ensures such faults do not occur in the future so that customers can get improved quality	0	2	1	61	136	4.65	0.18

**Source: Survey Data, (2022)**

On the question on how citizen focus affects the organization performance, the respondents as revealed by a mean of 4.67 agreed that the association incorporate customer (citizen) needs in evolving and submission of their services. Others as shown by 4.65 agreed that the organization continuously monitors their processes to identify faults and ensures some faults do not occur in the future so that customers can get improved quality. Other participants as shown by a mean of 4.47 agreed that the organization maintains close link with its customers (citizens) and that the organization continuously improves its processes to give quality services to their customers respectively. Finally, the organization strives to meet and exceed customer (citizens) needs and expectations as shown by a mean of 4.33.

The study findings concur with Nzioki (2013) who researched on,“ The influence of total quality management practices on job satisfaction in Saccos.”A relationship of customer that was well-established was seen in the Saccos. Evans and Lindsay (2011) suggested that eminence preparation begins with customer identification, both external and internal, needs determination, interpreting their needs into provisions and evolving product feature that retort to those desires and emerging the procedure proficient of creating the product or delivering service. From the study, it was noted that data bases and transactions were kept and treated confidently by the Saccos. Mehra and Ranganathan (2008) stated that safety and confidentiality are linked with feelings of protection of customers’ when doing their transactions and convention, for example, feeling secure to provide their private information.

Motwani (2011), stated that all peripheral programs of customer service should comprise the provision of appropriate assistance and evidence to clientele; with schemes to provide a speedy response to grievances, and channels of data collection to record the extent and nature of queries or received criticisms, while distinguishing that accomplishment is restrained by

those doings which show a quantifiable development in customer gratification and maintenance, and do not just encompass monitoring individual's work.

#### 4.5 Organizational Performance

**Table 4.12: Organizational Performance**

<b>Performance Organization</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Standard Deviation</b>
Implementation of quality management systems has increased good performance in the organization	0	0	2	51	147	4.72	0.19
Quality management systems have enhanced a good relationship between top management, police officers and citizens	0	0	0	3	197	4.98	0.27
Effective implementation of quality management systems has increased the organizations competitiveness	0	0	0	38	162	4.81	0.21
Quality management systems has enhanced quality service delivery in the organization	0	0	18	92	90	4.36	0.14
Implementation of quality management systems focuses on increased retention as a result of citizen satisfaction	3	1	7	31	158	4.7	0.20

Source: Survey Data, (2022)

On the question about general organizational performance, the respondents as shown by a mean of 4.9 strongly agreed that quality management systems have enhanced a good relationship between top management, police officers and citizens. Others strongly agreed as show by a mean of 4.8 that effective implementation of quality management systems has increased the organizations competitiveness. A significant number as shown by a mean of 4.7 agreed that implementation of quality management systems has increased good performance in the organization and that quality management systems focuses on increased retention as a result of citizen satisfaction respectively. Lastly, majority of the respondents as shown by a

mean of 4.36 agreed that quality management systems have enhanced quality service delivery in the organization.

Several researchers also reported that TQM implementation has led to improvements in competitiveness and performance in only 20-30% of the firms that have implemented it (Benson, 2013). According to a survey of manufacturing firms in Georgia, the benefits of TQM are improved quality, employee participation, teamwork, working relationship, customer satisfaction, employee satisfaction, productivity, communication, profitability, and market share (Williams, 2010). A study conducted by Rategan (2012) indicated that a 90% improvement rate in employee relations, operating procedures, customer satisfaction, and financial performance is achieved due to TQM implementation. However, Dirks (2009) reported a 95% failure rate for initiated TQM implementation programs; Longenecker and Scazzero (2013) indicated that achieving high product quality and pursuing successful TQM implementation are highly dependent on top management support. However, Motwani,(2015) reported that there is no association between top management support for quality and the level of product quality achieved. Thus, conflicting research findings have been reported surrounding the effects of TQM implementation on overall performance.

#### **4.6 Regression Analysis**

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions.

**Table 4.13 : Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 <sup>a</sup>	.375	.347	.35389

**Source: Research data, (2022)**

The adjusted  $R^2$ , also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables.  $R^2$  gives the variance's percentage which shows the independent and dependent unique joint. 0.347 was shown by the coefficient of determination ( $R^2$ ) of the model which also showed that organizational performance of Kenya police service was affected by other factors at a 34.7% and are explained by the independent variables under study (employees continuous training, top management leadership, employee involvement and customer focus)

The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in table 4.15 below.

**Table 4.14: Summary of One-Way ANOVA results**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	6.9	4	1.725	13.775	.000 <sup>b</sup>
Residual	24.375	195	0.125		
Total	31.275	199			

**Source: Research data, (2022)**

**Critical value = 5.658**

The findings were found to be ideal in making the study's conclusions as established by the ANOVA statics in the regression model that showed a 0.05 significance level as it was less than 5%. The critical value was less than the calculated value (13.775.>5.628) an indication that employees continuous training, top management leadership, employee involvement and



customer focus all have all have a significant influence on organizational performance of Kenya police service.

The model of the study was also determined by use of the coefficient table. Table 4.16 presents the findings.

**Table 4.15: Coefficients**

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1 (Constant)	2.368	.489			4.845	.000
Employees Continuous Training	.354	.112	.307		3.164	.002
Top Management Leadership	.412	.114	.349		3.609	.001
Total Employee Involvement	.698	.160	.420		4.371	.000
Customer Focus	.493	0.216	0.22		2.282	.002

**Source: Research data, (2022)**

As per the SPSS generated output as presented in table above, the equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ ) becomes:

$$Y = 2.368 + 0.354X_1 + 0.412X_2 + 0.698X_3 + 0.493X_4$$

From the regression model obtained above, a unit change in employee's continuous training while holding other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.354. Results also show that a unit change in top management leadership, while holding the other factors constant would positively enhance organizational performance of Kenya police service of 0.412. These findings concur with the study findings by Ndibe (2014) when the staff is trained and appropriately motivated the standard of delivery of good service is better significantly.

Further the study established that unit change in employee involvement while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.698 and that a unit change in customer focus while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.493. These findings go hand in hand with the research findings by Rakiman, (2012) the study showed that customer service is not only import element in good performance but critical in creating good working relationships between the service provider the clients.

A significance level of 5% was used to determine the analysis. Both the probability value and  $\alpha=0.05$  were used in finding out how significant the model was in comparing of the predictor variables. A less than  $\alpha$  p value shows that the predictor variable was significant and therefore in our case it wasn't significant. A less than  $\alpha=0.05$  was found in all the predictor values showing a level of significance.

## **CHAPATER FIVE**

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

#### **5.1 Introduction**

The chapter discussed a summary of the findings in chapter four. The study conclusions, recommendations and suggestions for further research are also given. The summary is anchored solely on the outcomes and findings in this section and the surveyed literature review both empirical and theoretical in chapter two. The study gives the recommendations and suggestions for further studies which will be vital in this study.

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

The major objective of the research was to determine the effect of Total Quality Management Practices on organizational performance of Kenya police service in Nakuru County. The researcher embarked on data collection through closed ended questionnaires. The total quality management practice of employees continuous training, of top management leadership, employee involvement and customer focus were evaluated on the organizational performance of Kenya National police service, Nakuru County

A summary of the findings of the study in regard to the objectives of the research is given in this section.

##### **5.2.1 Continuous Training on Organizational Performance**

The research attempted to determine the effects of continuous training on performance in the Kenya Police Service in Nakuru County. Inferential results revealed that a unit change in

employee's continuous training while holding other factors constant would positively enhance performance of Kenya police service by a factor of 0.354, descriptive results show that continuous training was a major total quality management practice which influenced the performance of the national police service in Nakuru County. The study established that there was training on policy, training on modern technical skills and interactive training which enhanced the service quality and performance of the police service in Nakuru County. Respondents were in agreement that training received by employees of the organization equips them with understanding on TQM and their role in it; others stated that employees in the organization get timely training on Total Quality Management. Others agreed that employees are involved in the Total Quality Management training programs. All employees in the organization get training on Total Quality Management programs. Other respondents agreed that employees in the organization are frequently trained on Total Quality Management programs. The findings are in tandem with Fapohunda, (2012) which established that employees are the catalysts in the total quality management as they are the source of creativity and innovation which bring in new skills which boost the quality service delivery in an organization. The study concluded that when the employees are trained well and acquire new skill they becomes experts on their area of specialization which eventually lead to better performance on an organization.

The findings concurred with Githinji (2014) who analyzed on the impact of staff training and how to influence performance. The study found out that after the workers had gone through training their performance improved remarkable particularly on the top management staff. This is an indicator the there is a motivation of the top management to continue with accessional training to bolster productivity and service delivery in organizations. There is

positive impact of unsystematic training and demonization of the workers and low productivity in the organization. The regular training plays a major role in equipping the top managers with the necessary total quality management skills to ensure that the organization gives high quality service. The study also concurs with Hackman et al., (1995) who established that training was the most major aspect of the total quality management practices which is used by many organizations in the United States of America to improve performance. Organizations have invested and allocated enormous sums of money for the training with an objective to boost performance in service delivery and quality services. According to (Deming, 1986) the Japanese firms considered its workers as the most competitive asset in the organization; once organization trained the workers competitively it can be able to outperform other organization.

### **5.2.2 Management Leadership on Organizational Performance**

The study findings established that the organization has an organizational quality mission and policies and that employee's ideas on ways to improve quality in the organization are welcomed by the top management and that the organization has a formal quality management structure. Regression results also show that a unit change in top management leadership, while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.412. Descriptive results showed that Nakuru County had a well coordinated and dynamic communication of customer requirements, communicating of quality goals and policies. Green (2017) established that the failure of many organizations to performance is due to lack the top management to

implement the total quality management practices in an organization. It also established that the top management of the organization takes part at all stages and levels in the quality management programs and also provides a leadership role in quality management initiatives.

Managers are usually keen on making decisions on how to address crime rates. The study established that the top management commitment to provide resources which boost the training of the staff leads to quality service delivery of the organization. The findings are in tandem with Chepkech (2014) which established that top management commitment to provide resources is vital in performance of an organization. The study established that the top management delegated authority and communicated the well to the staff which ensured that there s delegation of authority which improved the quality service delivery that improved performance of the national police service in Nakuru County.

The study findings were consistent with Lawal (2007) in his research where he concluded that in the presence of sound leadership there is efficient flow of information from the top management to the subordinate staff which implies that the lower staff can be able to share the same vision of the organization with the top managers. When there is good communication it means that it will help to clear any misunderstanding of the staff. When there are strong leadership behaviors this will positively influence the service delivery and the quality of the products of the organization.

### **5.3.3 Total Employee Involvement and Organization Performance**

The study demonstrated that as part of implementation of quality management in the company employee's quality of life is effectively managed by the organization's top management. Further the study established that unit change in employee involvement while

holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.698. The organization spends a large amount of its annual budget on employees training and in the development on total quality management systems. The study assessed the employees' participation and contribution of ideas and decision making of the organization.

The study established that when employees were involved by participation in decision making there was improved performance of the organization and service delivery. Quality management system programmes promotes the freedom of employees to use their initiative in matters of customer delivery. The respondents also stated that the organizations management has promoted the establishment of an environment that encourages employee efforts toward attainment of institutional objectives while others agreed that employees at all levels have the responsibility and authority to make decisions that affect them and their work teams. The findings are in tandem with Chesoli (2018) which established that when employees are involved in decision making, working as teams and sharing information on the total quality management practices improve quality service delivery in the organization which eventually enhances organizational performance.

Feigenbaum, (1991) noted that to have effective employee participation, employee contributions and ideas needed to have received serious consideration and be placed into operation whenever the recommendations were sound and relevant. Among the motivational programs that received major attention were employee suggestion programs. Wood and de Menezes (2011) opined that employee involvement is core to the service delivery in an organization. The greatest asset of the organization is the employees therefore when these employees are involved and participate in decision making of the organization there will be

increase in productivity. The service delivery and performance of the organization is as a result of a great commitment and involvement of the staff.

#### **5.3.4 Customer Focus and Organizational Performance**

Organization must be able to identify the needs of the customer. The superior service delivery is focused on the customer expectation and the needs of the customer. The customer focus is the most vital total quality management practices applied by organization to achieve superior service delivery. The study findings showed that there is a positive and significant correlation between customer focus and quality organization performance. The customer complaints should be taken positively instead of being considered as an irritant of nuisance in the police service. The findings are in tandem with the Inderlal (2013) which showed positive and significant customer relationship and quality service delivery and improved products.

On how citizen focus affects the performance of the organization, the respondents indicated that the organization incorporates customer or needs in developing and offering their services. The organization continuously monitors their processes to identify faults and ensures some faults do not occur in the future so that customers can get improved quality. It was also stated that the organization continuously improves its processes to give quality services to their customers and also strives to meet and exceed customer (citizen) needs and expectations.

The study findings were in line with Edwardsoft (2011) who stated that TQM pursues the Customer Focus by researching and investigating what are the services which the citizens want. The information obtained is useful to determine the quality of product and services the customers need. In order to execute its mandate to perfection the Kenya Police Service



makes attempts to ensure that the citizens participate to determine how the police service should deliver its mandate. In TQM the philosophy should be that the customer plays the central role in determine the quality of the service to be given to the common person on the ground.

### **5.3.5 Regression Analysis**

From the model of regression, a unit change in employee's continuous training while holding other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.354. Results also show that a unit change in top management leadership, while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.412. These findings concur with the study findings by Ndibe (2014) when the staff is trained and appropriately motivated the standard of delivery of good service is better significantly.

Further the study established that unit change in employee involvement while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.698 and that a unit change in customer focus while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.493. These findings go hand in hand with the research findings by Rakiman, (2012) the study showed that customer service is not only import element in good performance but critical in creating good working relationships between the service provider the clients.

A significance level of 5% was used to determine the analysis. Both the probability value and  $\alpha=0.05$  were used in finding out how significant the model was in comparing of the predictor

variables. A less than  $\alpha$  p value shows that the predictor variable was significant and therefore in our case it wasn't significant. A less than  $\alpha=0.05$  was found in all the predictor values showing a level of significance.

ANOVA statistics in the regression model that showed a 0.05 significance level as it was less than 5%. The critical value was less than the calculated value (13.775.>5.628) an indication that employees continuous training, top management leadership, employee involvement and customer focus all have all have a significant influence on organizational performance of Kenya Police Service. The findings were found to be best in making the study's conclusions as established by the

### **5.3 Conclusion**

In line with the first objective, the study concludes that employee's continuous training positively enhance performance of Kenya police service. Training imparted and the skills acquired by the police staff and empowered them with the appropriate total quality management practices which enhance their pertinent role in the organization and that the workers actively participate in the trainings which are tailored to adopting the total quality management skills.

In line with the second objective, the study concluded that top management leadership affects the performance of Kenya police service. The top management of national police service involved the employees to develop the visions and mission statements, organization policies which have made the organization to deliver quality service to the community which they can relate to and that the top management of the Kenya police service takes part at all stages and

levels in the quality management programs and also provides a leadership role in quality management initiatives

In line with the third objective, the study concludes that total employee involvement and service delivery of Kenya police service, The NPS has a formal quality management structure. The national police service has cultivated ideal environment to nurture the staff and motivate the employees at all the hierarchy to take up responsibility of better service delivery. The decision making process is key in an organization therefore when the NPS employees participate in this critical juncture they become the key change drivers in the organization and that if NPS employees become part of the coalition for change in the organization this catapults the efforts made towards superior performance.

The study concludes that NPS customer (citizen) expectations and priorities in so as to offer quality services. The national police service regularly monitors their processes to eliminate the errors and ensure the mistakes do not repeat in the near future which consequently improves the organizational performance and service delivery to the community and that the national NPS regularly better its process and service delivery charter to give quality services to their customers and also strives to meet and exceed customer (citizen) needs.

#### **5.4 Recommendations for Policy And Practice**

Basic training on TQM should be done to recruits and to every other employee in the organization. This is because employees are treasured resources who should be given training throughout their career development. Training should also be incorporated into the other entire syllabus given to the police and this will enable unremitting improvement in the

rendering of services to the citizens. This will also provide satisfaction to officers that is derived from one being well-informed and committed to duty.

The research suggests that the management of the institution require looking for and coming up with policy framework that enhance and improve the achievements of various sound success of their range of perfect superior targets. This research suggests that the managers come up with more participative and involving strategies that will enhance a superior interaction between organizations and their clients, this will consequently enhance a more ideal interaction among various departments and their clients. The focus will ensure a better sharing of ideas which will ensure the clients and the organization understand each other's needs and priorities.

The research advises that the National police service should improve the employee recruitment methodologies and with an aim to tap the highly learned and skilled staff and mitigate the staff turnover in the organization. This will ensure that the resources which are required to train the new staff can be used for other quality management practices which can boost the performance of the organization.

The research suggests that the national police service must be provided with enough budgets so that they can be able to execute their functions well thus enhancing quality service delivery. The national police service should be provided with enough resources to enable it carry it training and imparting new skills and help in the innovation in the efficient service delivery mechanism. The national police service should involve and delegate authority to the lower staff and in decision making so that all the employees can be motivated.

## 5.5 Suggestions for Further Research

Nakuru County, the study proposes advanced research to be undertaken on the evaluation of QTM practices in the ministry of interior leadership and the service delivery. This will give the holistic effect of Total quality in the decision making in the internal security docket. The study also suggests further study on the comparative research on the impact of total quality management practice on service delivery of various counties in Kenya.

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## **APPENDIX I: LETTER OF TRANSMITTAL**

Dear Respondent,

### **RE: ACADEMIC RESEARCH PROJECT**

I am Masters Degree student at the Kenyatta University (KU). I am conducting a study titled *“Implementation of total quality management practices on organization performance: A case of Kenya Police Service, Nakuru County”*. A questionnaire has been designed and will be used to gather relevant information to address the research objectives of the study.

You are therefore, kindly requested to provide information for the above study. Please note that this study is an academic research and the information given will be treated in strict confidence and will be used for academic purposes only.

Your participation will be highly appreciated.

Yours faithfully,

**SHEILA KEGODE**

## APPENDIX II: RESEARCH QUESTIONNAIRE FOR POLICE OFFICERS

### Introduction

This questionnaire has been developed for the purpose of gathering data on total quality management practices on performance of Kenya Police Service, Nakuru County. The data collected will be used for academic purposes only and information confidentiality will be strictly observed.

**Instructions:** Please respond to the following questions and where applicable, mark the relevant box with a tick (√).

**Confidentiality:** The responses you provide will be strictly confidential. No references will be made to any individual (s) in the report of the study.

### Section A: Demographic Information

1. What is your Gender?

Male  Female

2. Indicate your level of education

Certificate [  ]

Diploma [  ]

Undergraduate [  ]

Masters [  ]

Other..... (Specify)

3. For how long have you served in the Kenya police service?

Less than 3 years [  ]

3 to 5 years [  ]

5 to 7 years [  ]

Over 7 years [  ]

4. What is your current rank in service?

Rank	Tick
Police Commissioner	

Senior superintendent	
Superintendent	
Chief inspector	
Inspector	
Senior sergeant	
Sergeant	
corporal	
constable	

**SECTION B: EFFECT OF CONTINOUS TRAINING ON ORGANIZATIONAL PERFORMANCE**

5. Are you aware of any training activity of Kenya police?

Yes  No

6. Indicate your level of agreement with the following statements relating to the effect of continuous training on organizational performance. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<b>Training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
All employees in your organization get training on Total Quality Management programs					
Employees in your organization are frequently trained on Total Quality Management programs					

Employees in your organization get timely training on Total Quality Management.					
Employees are involved in the Total Quality Management training programs.					
Training received by employees of your organization equips them with understanding on TQM and their role in it.					

7. Indicate your level of agreement with the following statements relating to the effect of management leadership on organizational performance. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<b>Management leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Top management of your organization provides a leadership role in quality management initiatives					
Employee's ideas on ways to improve quality in the organization are welcomed by the top management.					
The organization has an organizational quality mission and policies					
Managers making decisions on how to address crime rates					
Top management of your organization takes part at all stages and levels in the quality management programs					
The organization has a formal quality management structure					

8. Indicate your level of agreement with the following statements relating effect of total employee involvement on organization performance. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<b>Employee Involvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
As part of implementation of quality management in the company employees quality of life is effectively managed					

by the organizations top management					
The organization spends a large amount of its annual budget on employees training and development on total qualitymanagement systems					
Quality management systems programme promotes the freedom of employees to use their initiative in matters of customer delivery.					
The organizations management has promoted the establishment of an environment that encourages employee efforts toward attainment of institutional objectives					
Employees at all levels have the responsibility and authority to make decisions that affect them and their work teams					

9. Indicate your level of agreement with the following statements relating the effect of customer focus on organizational performance. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<b>Customer(citizen) Focus</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization incorporate customer (citizen) needs in developing and offering their services.					
The organization maintains close link with its customers (citizen)					
The organization strives to meet and exceed customer (citizen) needs and expectations					
The organization continuously improves its processes to					

give quality services to their customers.					
The organization continuously monitor their processes identify faults ensures such faults do not occur in the future so that customers can get improved quality					

**Section C: Organizational performance**

10. Using a scale of 1-5, where 5= strongly agree; 4=Agree; 3=Neutral; 2= Disagree; 1=strongly Disagree; Please indicate the extent to which you agree with the following statements?

<b>Performance Organization</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Implementation of quality management systems has increased good performance in the organization					
Quality management systems have enhanced a good relationship between top management, police officers and citizens					
Effective implementation of quality management systems has increased the organizations competitiveness					
Quality management systems has enhanced quality service delivery in the organization					
Implementation of quality management systems focuses on increased retention as a result of citizen satisfaction					

**THANK YOU FOR YOUR TIME AND COOPERATION**



## **APPENDIX V:DIVISIONS IN NAKURU COUNTY**

1. Gilgil Division
2. Nakuru North Division
3. Nakuru Central Division
4. Kuresoi Division
5. Molo Division
6. Njoro Division
7. Subukia Division
8. Rongai Division
9. Naivasha Division