

**THE EFFECTS OF TOTAL QUALITY MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE IN MANUFACTURING SECTOR IN KENYA:
A CASE STUDY OF MABATI ROLLING MILLS MARIAKANI, KILIFI COUNTY**

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**RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND
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AWARD OF THE DEGREE OF MASTERS OF MANAGEMENT AND LEADERSHIP
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DECLARATION

This research project is my original work and has not been presented to any other university or Examination body.

Sign  Date 13/11/2020

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ODL-MDS/7/00038/2/19

Declaration by the supervisor

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

Sign _____ Date _____

Dr. Paul Machoka

The Management University of Africa

DEDICATION

First and foremost I dedicate this research project to the Almighty God for the special grace and gift of life as well as enabling me to write this research project. I also dedicate this project to my mentor and spiritual Father Bishop/Dr. David .O. Oyedepo the president and founder of winners Chapel International, my Wife Doreen Mwangaza, children Favaour Efosa Mwangaza at Bura Girls High School, Queen Faith Mwangaza and Prince David Mwangaza, I also dedicate this project to my Dad Francis Kihugwa, My late mum Beatrice Kavetsa, Mum Judith Kihugwa, my aunt Christine Mususi and her family my cousins Cylus Msususi, Moses Msususi, nick Msususi, Geoffrey Msususi, Serah Msususi, Pauline Msususi, Violet Msususi, Stephen Msususi, Joshua Msususi and Morris Msususi, for inspiration, without forgetting my brothers Livingstone Ndolo Kihugwa, Benard Kihugwa, Laban Kihugwa, Chambu Kihugwa, Lubale Kihugwa, James Kihugwa, my sisters Evelyn Kihugwa, Sarah Kihugwa, Jacky Kihugwa, Esther Kihugwa, Agosa Kihugwa, Mina Kihugwa, my cousins Brian, faith, Moses, Sharon, Gideon, isuzza, Oliver, Alex Ageng'o , Madam Jessica Ageng'o, Wesley Ageng'o, Collins Ageng'o, Robert Ageng'o, Jacqueline Ageng'o, Eunice Ageng'o, Kasasi Ageng'o among others.

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ABSTRACT

The need for a comprehensive understanding of the connection between total quality management and customer satisfaction cannot be overstressed. Most Organizations all over the world have been trying to cope with a rapidly changing business environment in which management have to be more astute in finding ways to sustain or gain competitive advantage. Most manufacturing companies are now adopting Total Quality Management (TQM) and other new philosophies to become more effective in the way they conduct business. The relationship between TQM initiative and improved performance has been researched with mixed results. The mixed results are a pointer for a need for a study to establish the effect of TQM practices on the performance of organizations. Secondly, studies in Kenya have not focused on the effect of TQM on the performance of manufacturing firms in Kenya hence a knowledge gap. Objective of this study was to examine the effects of total quality management practices on organizational performance vis-à-vis continuous improvement, Customer Focus, employee empowerment and top management commitment in the manufacturing sector in Kenya, a case study of Mabati rolling mills Limited (MRM) at Mariakani in Kilifi County. Literature review on previous theoretical and empirical study were done, theoretical review, critical review and summary as well as theoretical/ conception framework were done. Descriptive survey design was adopted for this study and primary data was collected with the use of open and closed questionnaire randomly selected respondents a sample of one hundred and forty seven (147) randomly selected respondents from Top management (7), Middle management(12), General staffs(166), Bora Bora Authorized Distributor for Mabati Rolling Mills(5), external 10 month old customers from Mombasa(18), Kilifi(14) and Kwale(11) Descriptive statistics such as frequency distribution, percentages, means and standard deviation were used. The study also used correlation and regression analysis to show the relationship between the dependent and the independent variables. Presentation of the findings was done in figures, tables and charts. The study established that generally, the TQM practices of continuous improvement, Customer Focus, employee empowerment and top management commitment positively influenced the organizational performance. The study also established that continuous improvement directly influenced organizational performance, customer focus enhanced customer satisfaction which resulted into overall organizational performance. The study further established that employee empowerment influenced organizational performance. The study also established that top management commitment to quality management practices influenced organizational performance. The hypotheses were tested using Pearson Product Moment Correlation Coefficient at 0.05 level of significance, with the aid of the Statistical Package for Social Scientists (SPSS 21.0). The study recommended that there was need for the organization to grow a stronger culture that nurtures high-trust social relationship, respect for individuals and a shared sense of membership. The study also recommends that continuous improvement should be one of the pillars upon which manufacturing firm's performance can be guaranteed. The firms should enhance top management commitment to quality management through motivation and incentives. The study recommends that future studies test the effects of the other elements of total quality management practices on organizational performance that were not part of the current study.

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ABBREVIATIONS/ACRONYMS

COMESA: Common Market for Eastern and Southern Africa

EAC: East African Community

GDP: Gross Domestic Product

MRM: Mabati Rolling Mills Limited

OP: Organization Performance

TQM: Total Quality Management

OPERATIONAL DEFINITION OF TERMS

Continuous improvement:	Continuous improvement (CI) is a method for improving every facet of a company's operations and increasing competitiveness by developing a company's resources
Customer focus:	Customer focus is a business philosophy that places the customer at the center of all business development and management decisions. It is a marketing approach also, that involves products and services to be developed around consumer's preferences.
Employee Empowerment:	Employee empowerment is a management philosophy that emphasizes the importance of allowing employees to make independent decisions and act on them. Employee empowerment is the direct opposite of micromanagement.
Top Management:	is defined as the person or group of people who directs and controls an organisation at the highest level.
Total Quality Management:	Total Quality Management (TQM) is known as a method of managing an organization to improve overall effectiveness and performance TQM is a process, a philosophy and a set of guiding principles that seeks to Continuously satisfy customers through provision of superior products and services.

CHAPTER ONE

INTRODUCTION

1.0 Introduction of the study.

This chapter consist of various sections that are pertinent to the research study, this include the introduction of the study, Background of the study, Main objective of the study, specific objectives of the study, research questions, justification of the study, scope of study and chapter summary.

1.1 Background

Organizations all over the world have been trying to cope with a rapidly changing business environment in which management have to be more astute in finding ways to sustain or gain competitive advantage. The ever improving global competition and increasing requests for more qualified products by customers have caused organizations to understand that the only way of survival in the market is to deliver better quality products to meet customers' needs. As a result, these companies are ready to make drastic changes according to the demands of the market in order to be ahead of their competitors (Mosadeghrad, 2012). Many organizations, therefore, spend considerable amounts of their funds in activities related to improving products and services. As such, most manufacturing businesses have adopted new philosophies such as Concurrent Engineering, Lean Production, Just-In-Time (JIT) strategies, Total Quality Management (TQM), Business Process Re-engineering (BPR) and others, to become more effective in the way they conduct business. The main driver behind these philosophies is the optimization of the organization's performance both internally and externally within its respective market targets. This study will however focus on the TQM (Ming & Yuan, 2008).

According to research (Kagechu, 2013), Kenya's manufacturing sector contributes to 10% of the Gross Domestic Product (GDP) and 12.5% of exports (Were, 2007). The sector is key to achieving the country's vision of becoming prosperous and globally competitive by 2030 (Were, 2007). The manufacturing sector in Kenya has been the fundamental pathway for the nation's joining into local and world markets like Common Market for Eastern and Southern Africa (COMESA) and the East African Community (EAC) (Were, 2007). The sector has attracted international investors as well (Muhoro, 2011).

Kenya Vision 2030 emphasizes the need for appropriate manufacturing strategy for efficient and sustainable practices as a way of making the country globally competitive and a prosperous nation (RoK, 2007). Nevertheless, most manufacturing firms in Kenya operate at a technical efficiency of about 59 percent compared to their counterparts in Malaysia that average about 74 percent (Achuora, Guyo, Arasa, Odhiambo, 2015) raising doubts about the sector's capacity to meet the goals of Vision 2030 (RoK, 2007).

Mabati Rolling Mills Limited is part of the Safal Group, which has 36 metal coating and roll forming operations across Eastern, Central and Southern Africa. It's the first to produce Aluminum Zinc coated steel on the continent. It has over 36 businesses over 50 years. It is famous in special production. It also focuses on communities' welfare eradicating poverty and provision of quality health services through their facility Bomu Clinic. It also has a Technical college to uplift living standards of community by offering affordable and marketable courses. They collaborate with several organizations offering scholarships to the less privilege.

Its manufacturing plant is processes are designed and managed sustainably aiming to minimize emissions and waste whilst maximizing Energy efficiency. The company seems to find itself at the receiving end of trade liberalization and globalization with its attendant challenges of exposing the company to compete with global players (Kwesie & Partners, 2009). For instance, according to Ngigi (2013) MRM recorded a drop in revenues for the first time.

Otherwise Total Quality Management (TQM) is known as a method of managing an organization to improve overall effectiveness and performance (Zhang, Waszink, & Wijngaard, 2000).TQM has been considered as a part of strategy implementation (Dean & Bowen, 1994), a competitive

advantage-providing management model (Prajogo & Sohal, 2004b), and one of the most popular and most often recommended approaches to help companies to improve their efficiency and competitiveness (Kumar, Choisine, Grosbois, & Kumar, 2009). In addition, TQM has been applauded for the ability to improve employee relations, operating procedures, customer satisfaction, and financial results (Kumar et al., 2009).

TQM is a process, a philosophy and a set of guiding principles that seeks to continuously satisfy customers through provision of superior products and services. It brings about (instills) positive quality culture (culture that embraces and supports and supports quality) and provides a conducive environment to customers for better quality products and services. As a result, these companies are ready to make drastic changes according to the demands of the market in order to be ahead of their competitors (Mosadeghrad, 2012). Total quality management (TQM) is a structured approach to overall organizational management.. Industry standards can be.

Total quality origins can be traced back almost 80 years to the first use of statistical tools to improve the quality of manufactured products in the United States of America (Ngambi & Nkemkiafu, 2015). It is defined as a quest for excellence, fitness for use, value for money and customer satisfaction (Gimenez-Espin, Jiménez-Jiménez & Martínez-Costa, 2013). Ho, Duffy and Shi (2011) defined quality as conformance to the requirements or specifications and also suggested that to manage quality adequately; it must be able to be measured. Adediran and Adediran (2009), defined quality as a source of employee's empowerment. The evolution of quality management from its early beginnings reveals that the foundations were laid centuries ago but its development was through different strands (Mawby, 2005). In the recent past, quality management thinking has moved up from the work place to other disciplines, it became apparent that every function of a business contributes to outcome thus needs to be subjected to some quality standard (Gitlow, 2000). As if not complete in maturity and evolution still continues up to date (Hoyle, 2007).

Organizational performance allows researchers to evaluate firms over time and compare them to rivals (Richard et al., 2009). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).Organizational performance encompasses three specific areas of firm outcomes: financial performance (profits,

return on assets and return on investment), product market performance (sales, market share), and shareholder return (total shareholder return and economic value added). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance (such as shareholder return), customer service, social responsibility (such as corporate citizenship and community outreach) and employee stewardship (Richard et al ,2009). Organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management. This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals. In short, organizational performance is the most important criterion in evaluating organizations, their actions, and environments. This importance is reflected in the pervasive use of organizational performance as a dependent variable. Organizational performance encompasses three specific areas of firm outcomes: financial performance ,market sales and market share and shareholder return, organizational effectiveness is broader and captures organizational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers), such as reputation (Richard et al, 2009).

1.2. Statement of the problem

Despite adoption of various strategies to make it competitive including the adoption of TQM practices in Mabati Rolling Mills (MRM) Mariakani Branch Kilifi County, the organization has continued to record mixed results in its performance. The study sought to determine the effects of TQM practices on organizational performance in manufacturing sector in a case study of MRM. The study sought to examine the relationship between quality management (TQM) practices and performance in manufacturing organizations i.e how MRM could be affected despite being TQM practitioner and to a certain if there are issues related to the TQM practices

in conjunction to independent and dependent variables. The researcher had to do a comprehensive analysis of the connection between total quality management and performance.

Although Quality Management practice is one of the major forces leading to organizational growth and a company's success in national and international markets, many manufacturing companies in the world and in Kenya still lag behind in embracing effective Quality Management practices. For these manufacturing companies to survive and compete favorably competitively with imported products they must have an effective Quality management practices; some of the probable factors that contribute to effective Quality management are customer focus, culture, Employees' commitment, and Quality Management practices. The researcher investigated the effects TQM and Organizational performance despite the firms implementing TQM practices vis-à-vis continuous improvement, Customer Focus, employee empowerment and top management commitment in the manufacturing sector in Kenya. Just to mention an example, a manufacturing industry in Asia, had been the economic growth engine and was the major tradable sector in those economies (Tsai, 2004). In the year 2000 the manufacturing sector was the second largest sub sector of the economy after 5 agriculture (RoK, 2008) but in 2010, it was in the fourth place behind agriculture, wholesale and retail trade, transport and communication (World Bank 2012). As a result, the sector had seen a reduction in its contribution to GDP from 13.6 percent in the early 90's to 9.2percent in 2012, (RoK, 2013). Kenya Vision 2030 emphasizes the need for appropriate manufacturing strategy for efficient and sustainable practices as a way of making the country globally competitive and a prosperous nation (RoK, 2007). Nevertheless, most manufacturing firms in Kenya operate at a technical efficiency of about 59 percent compared to their counterparts in Malaysia that average about 74 percent (Achuora, Guyo, Arasa, Odhiambo, 2015) raising doubts about the sector's capacity to meet the goals of Vision 2030 (RoK, 2007). Studies have linked quality management practices (ISO certification) and performance of firms, while others have contradicted this view while others have found a significant relationship (Vasileios & Odysseas, 2015). The study by Terziovski and Power (2007) discovered that two years after enlistment of ISO confirmation, the rate of return of examined firms was 35% higher than that of the gathering of non-ISO firms. Prajogo and Sohal (2004) demonstrated that a minor 4% of the 50 Australian firms inspected reported a change in their benefit after ISO accreditation. The study by Fotopoulos *et al.* (2010)

among firms in Basque reported a significant relationship between ISO and performance. Quanzi and Padibjo (1998) in their study did not find a significant relationship between quality management practices and firm performance. Local studies such as Njuguna (2013) and Mutua (2014) found a causal relationship between quality management and performance in the manufacturing industry. Wachira (2013) established that organizational performance largely affects the administration of quality management practices at 75.5%.

The relationship between TQM initiative and improved performance is frequently discussed. Some people claim that TQM programmes are ineffective (Mosadeghrad, 2012). Shukla and Agrawal (2012) and Leonard and McAdam (2008) argue that it is difficult to establish a relationship between TQM and improved performance in companies. On the other hand, results have been published which state that TQM investments do result in improved performance in companies (Ngambi & Nkemkiafu, 2015). The mixed results are a pointer for a need for a study to establish the effect of TQM practices on the performance of organizations.

Several studies have been done in Kenya on TQM, for instance Muia (2014) did a study on the effects of TQM implementation on performance of microfinance institutions in Kenya. In another study by Karani and Bichanga (2011) investigated the effect of TQM implementation on business performance in service institutions. Ndungu and Nyaoga (2013) looked at the effect of quality management practices on the performance of public primary schools in Nakuru Municipality in Kenya. Finally, Wanderi (2015) conducted a study on the factors influencing implementation of TQM in construction companies in Rwanda. While these studies are beneficial to the researcher, only studies by Muia (2014, Karani and Bichanga (2011) and Ndungu and Nyaoga(2013) were done on the role of TQM on the organizational performance in the manufacturing industry hence a knowledge gap. It is therefore this gap which the researcher sought to fill.

1.3. Objectives

1.3.1 Main Objective

The main objective of this study was to examine the effects of total quality management practices on performance in manufacturing sector: a case study of Mabati rolling mills Limited (MRM) Mariakani Branch, Kilifi County.

1.3.2 Specific Objectives

- (i.) To find out the effects of continuous improvement on performance in manufacturing sector in a case study of Mabati Rolling Mills Limited (MRM) Mariakani Branch, Kilifi County.
- (ii.) To determine the effects of Customer Focus on performance in manufacturing sector in a case study of Mabati Rolling Mills Limited (MRM) Mariakani Branch, Kilifi County.
- (iii.) To examine the effects of employee empowerment on performance in manufacturing sector in a case study of Mabati Rolling Mills Limited (MRM) Mariakani Branch, Kilifi County.
- (iv.) To examine the effects of top management commitment on performance in manufacturing sector in a case study of Mabati Rolling Mills Limited (MRM) Mariakani Branch, Kilifi County.

1.4. Hypothesis

The study was guided by testing the following Hypothesis:

H₀₁: There is no significant correlation between Continuous Improvement and performance.

H₀₂: There is no significant correlation between Customer Focus and performance.

H₀₃: There is no significant correlation between Employee Empowerment and performance

H₀₄: There is no significant relationship between top management commitment and performance

1.5. Significance of the study.

From a policy point of view, this study is significant to the Government of Kenya as it gives information that will help assist to understand how and where to improve in total quality management practices, performance and customer satisfaction..

From theory point of view, the study has a great significance to academicians as it will assist them to be able to learn more about total quality management practices and performance.

From the practical point of view, this study could be utilized to design ways and means to improve the performance of manufacturing firms and especially the steel milling firms in Kenya. This study will be used by scholars who will be interested in the contribution of total quality management practices specifically in the field of top management commitment, continuous improvement, customers focus and employee empowerment whereby the managers will get an opportunity to allocate the resources in a better way so as to enhance the performance of the organization in terms of service and product quality.

1.6 Scope

The study was done to examine the effects of total quality management practices as a correlate of performance in manufacturing sector: a case study of Mabati rolling mills Limited (MRM) at Mariakani in Kilifi County, the specific objectives was to find out the effects of continuous improvement and performance, to determine the effects of Customer Focus and performance, to examine the effects of employee empowerment and performance and to establish the effects of top management commitment to total quality management and performance of Mabati rolling mills a manufacturing firms in Kwale County. The target population of the study was a total sample of 147 from a population of 233 comprising the employees at Mabati Rolling Mills, Customers from Mombasa, Kilifi and Kwale, also Distributor Based in Mariakani, and carried out for Seven (7) month from May to November 2020.

1.7 Chapter Summary

This chapter consist introduction of the study, background of the study, main objective of this study, specific objectives of the study, researcher's questions which have been extracted from the specific objectives. Then the scope of study without forgetting the significance of the study

CHAPTER TWO

LITERATURE REVIEW

2.0.Introduction

This chapter consists of the literature review of the study. The literature review provides the reader with an explanation of the theoretical rationale of the problem being studied. This chapter goes through the theoretical review, research gaps and summary.

2.1.1 Systems Approach Theory

For any organization considering the implantation of quality management strategies, certain quality management principles need to be considered. One such principle is system approach, which determines the identification, understanding and management of a system of interrelated processes for any goals that will improve the organisation's efficiency. This approach plays an important role in any continuous improvement process, offering great benefit to the organisation. The Systems Approach recognizes the importance of environment for the organization's sustainability (Robbins 2000).

The manager's job is to ensure that all parts of the organization are coordinated internally so that the organization can achieve its goals (Robbins 2000). No single management approach offers a complete solution and practitioners need to use approaches together (Boddy & Paton 1998). Management approaches may be effective or unproductive, depending upon their application and appropriateness to given situations (Pettinger, 2002).

2.1.2. Resource-Based View

Resource-Based View Theory posits that firms achieve sustainable competitive advantage if they possess certain key resources and if they effectively deploy these resources in their chosen markets (Barney, 2007). O'cass et al. (2004) argue that a company's specific characteristics are capable of producing core resources that are difficult to imitate and which determine the

performance variation among competitors. The Resource-Based View (RBV) Theory postulates that a firm's performance depends on its specific resources and capabilities (Fotopoulos, Kafetzopoulos & Psomas, 2009). According to Barney (2001), Any resource considered to be vital should be valuable in exploiting prospects from competitors and must be rare among the competing firms. Such resources should also be imperfectly imitable such that it will be difficult to duplicate (Madhani 2010;Kozlenkova et al. 2014;Nason and Wilkund 2015). Barney and Hesterly (2012), argued that for resource-based theory to attain sustained competitive advantage, firms should be able to manage their resources such that competing firms will find to impossible to replicate the qualities of such resources Any resource considered to be vital should be valuable in exploiting prospects from competitors and must be rare among the competing firms. Such resources should also be imperfectly imitable such that it will be difficult to duplicate (Madhani 2010;Kozlenkova et al. 2014;Nason and Wilkund 2015). Barney and Hesterly (2012), argued that for resource-based theory to attain sustained competitive advantage, firms should be able to manage their resources such that competing firms will find to impossible to replicate the qualities of such resources. Meanwhile, the foremost proposition is that CA is a prelude to superior performance (Barney, 2001;Grant, 1991;Sigalas and Economou, 2013), and in all of the leading strategic management theories, a firm will achieve CA first before superior performance (Sigalas and Papadakis, 2018). To illustrate, RBV theory for example, suggests that tangible and intangible resources that are valuable, rare, inimitable and non-substitutable (VRIN) (Barney, 1991) facilitate firms to grow and maintain competitive advantages (Essel, Adams, and Amankwah, 2019; Mohamad Radzi, Mohd Nor, and Mohezar Ali, 2017), From a strategic point of view, it can be a valuable non-material asset (Hall 1992) and may shape an enterprise's approach on how to orient further actions (Wernerfelt 1984). Being positively perceived is difficult to imitate by competitors, therefore a strong reputation establishes and maintains competitive advantages (Madhani 2010). Potential customers view it as a crucial factor for the selection of their supplier (Walsh et al. 2009), and are willing to pay more for products and commodities (Dijkmans et al. 2015)

Barney (2007) suggests that to transform a short run competitive advantage into a sustained competitive advantage requires that these resources be heterogeneous in nature and not perfectly mobile. This in effect results to valuable resources that are neither perfectly imitable nor sustainable without great effort (Hockman & Grenville, 2004). Barney (2007) pointed out that if

these conditions hold, the firm's bundle of resources can assist the firm sustain above average returns. The quality management practices must be valuable, rare, inimitable and not substitutable for manufacturing firms to achieve competitive advantage and thus realize performance

Intangible resources are classified to be the strategic assets for most firms due to the characteristics of being rare, valuable, and difficult for competing firms to replicate. Intangible resources do have an impact on firm performance and the depreciation of their value is very remote (Madhani 2010; Della Corte et al. 2017). Nasab et al. (2013) defined intangible resources as characteristics and traits that are of strategic importance to the operations of organisation and the subset of strategic resources and also identified intellectual capital, corporate reputation, technological capital and export behavior as intangible resources that firms in the exporting business should focus. In the RBV, a distinction has emerged between resources and capabilities (Makadok, 2001). A resource is an observable (but not necessarily tangible) asset that can be valued and traded as a brand or a patent. A capability, on the other hand, is not observable and is hence intangible and hard to value (Karthi et al., 2012).

Two key features distinguish a capability from a resource: one, a capability is firm specific since it is imbedded in the organization and its processes; and, two, the primary purpose of a capability is to enhance the productivity of the other resources that the firm possesses (Makadok, 2001). Since organizational resources reflect a great deal of the features of capabilities, this study also focused on the performance implications of some internal attributes of the firms (Barney, 2001), in this case organizational capabilities, continuous improvement and customer focus. Organizational preparedness determines what kind of quality management systems to pursue, since the resources that an organization has will influence what the firm does or does not do. The strategies so undertaken will then influence the performance of the firm and help the firm gain a competitive advantage in the market place, resulting to enhanced performance. Therefore, this theory supports variables of continuous improvement, customer focus, and the commitment of the top management. The lack of commonality of terms with RBV research has received a lot of criticism. One of the Limitations of the RBV is that, it is viewed as vague of terminology associated with the RBV, Limitations of the RBV in the literature (e.g. Fahy, 2000; Priem and Butler, 2001; Montealegre, 2002; Rugman and Verbeke, 2002; Foss and Knudsen, 2003; Hoopes et al., 2003; Wade and Hulland, 2004). (Coates and McDermott, 2002; Ray et

al., 2004) describe the number of definitions as vast. The use of different terminology to explain results of RBV studies makes it very difficult to compare the results of various studies. For example, while some researchers outline distinct meanings for the core terms; resources, competencies, and capabilities (e.g., Helfat and Peteraf, 2003), other researchers use the terms interchangeably (e.g., Ray et al., 2004). Conner comments that since everything in a firm may be seen as a resource 'resources lose (their) explanatory. Similarly, Hax and Wilde (2001) suggest a significant limitation of RBV

2.1.3 Scientific Management Theory

The objective of the theory is to improve economic efficiency especially in labor productivity. It was the easiest attempts to apply science to engineering of process to management, scientific management sometimes known as Taylorism after its founder Fredrick Winslow Taylor. The aim for of the theory was to increase productivity with scientific approach. "Prerequisites for that are the separation of head and handwork, expropriation and systematic collection of the dexterities and the knowledge of the worker, becoming independent of the disposition functions respectively control functions and methodical forms of the work analysis" (Kocyba, Schumm, 2002). To achieve production, systematic inspection is very important in every department. According to Taylor's experience the workers had technologies of the achievement restraint, i.e. they worked, but not efficiently and not to their full potential (Wrege, Hodgetts, 2000).

This approach is aims to increase productivity This can be done through the selection and training of workers and supervisory support (Schermerhorn 2005). This management approach is also a method to address motivation because it offers wage incentives by linking pay to the outputs (Daft and Noe, 2001). Fayol, cited in Hanson (2003), outlines the assumptions of the scientific approach about workers whereby detailed guidines, plans and direction by superiors is essential for outstanding productivity. The principles of the Scientific Management approach according to Hanson (2003) are that the manager has to find a basic unit of work in any task through the use of scientific means and measurement.

Schermerhorn (2005) identifies the following steps: The manager has to carefully select workers with the right abilities for the job; The selected workers have to be carefully trained to do the job; They should also be given proper incentives to cooperate with the job 'science'.. Rue and Byars

(2000) add to this by stating that the scientifically selected work area should be taught and developed progressively in order to match the job with the worker.

2.1.4 The Concept of Total Quality Management

It is a management approach of an organization centered on quality, based on the participation of all its members and aiming at long term success through customer satisfaction and benefits to all members of the organization and society. Total quality management (TQM) consists of organization-wide efforts to install and make permanent a climate in which an organization continuously improves its ability to deliver high-quality products and services to customers. While there is no widely agreed-upon approach, TQM efforts typically draw heavily on the previously-developed tools and techniques of quality control. "Total Quality Management (TQM) is a strategy for continuously improving performance at every level, and in all areas of responsibility. It combines fundamental management techniques, existing improvement efforts, and specialized technical tools under a disciplined structure focused on continuously improving all processes. Improved performance is directed at satisfying such broad goals as cost, quality, schedule, and mission need and suitability. Increasing user satisfaction is the overriding objective. A term first used to describe a management approach to quality improvement. Since then, TQM has taken on many meanings. Simply put, it is a management approach to long-term success through customer satisfaction. TQM is based on all members of an organization participating in improving processes, products, services and the culture in which they work (Arawati, 2005).

The Malcolm Baldrige National Quality Award, in the United States annually recognizes American businesses, educational institutions, and healthcare organizations that run high-quality operations. Organizations are judged on criteria from seven categories: leadership, strategic planning, customer focus, measurement, analysis, and knowledge management, workforce focus, operations focus and results. Leadership is the degree of visibility and support that management provides in implementing a total quality environment. Strategic planning refers to a clear vision, mission, long-term plan and quality policy. It adds that the degree of visibility and support that management provides in implementing a total quality environment is significant to the success of TQM adoption. There are eight organizational practices necessary for Total Quality Management (Arawati, 2005). First is customer focus. The study states that the customer ultimately determines

the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring tools—the customer determines whether the efforts were worthwhile. Second is employee involvement. All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment. The third practice is being process centered. It states that a fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (again, either internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.

The fourth practice is having an integrated system. Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM. Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes. The fifth practice is having a strategic and systematic approach to management. A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component. The sixth practice is continual improvement. A major thrust of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations. Seventh is fact based decision making. In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history. The final practice is effective communication (Arawati, 2005).

During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness. These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate.

2.2.0. Empirical Literature Review

This study will be guided by the structural contingency theory proposed by Donaldson (1996). The key element of structural contingency theory is that organizations must fit their structure to the contingency factors in order to maintain and improve performance. Structural contingency theory holds that there is no single, effective structure for all organizations. Instead, organizations must adapt their structures to fit the contingency factors and the environment as they affect the organization. Contingency factors include: strategy, size, task, uncertainty, parent organization, public accountability, critical assets and technology. In postulating the relevance of the theory to improving organizational performance, Donaldson (2006) uses the 5-stage structural adaptation to regain fit (SARFIT) model. First, organization is in fit as it has acclimatized to its environment. In the second stage there is in contingency change where the organizational environment changes. Consequently in the third stage, the organization is in misfit and performance suffers. The fourth stage is where the organization does structural adaptation to correct the state of misfit and to reinstate its level of performance. In the final stage, the organization achieves a new fit and performance recovers. Strategic choice also plays a role in Kenyan manufacturing industries in that they bow to the imperative of adopting a new structure that fits its new level of the contingency factor in order to avoid loss of performance from misfit. It is thus the onus of this study to examine the relationships between total quality management practices a correlate of organizational performance of manufacturing firms in Kenya.

Christos B. Fotopoulus & Evangelos L . Psomas (2009) and Kumar, Dixit Garg and T.K Grag (2009) discussed the impact of TQM practices on quality management results and explains the relationship between different soft TQM practices like leadership, strategic quality planning, employee management & involvement , supplier management, customer focus, process management, continuous improvements and their effect on quality management results in the

form of market benefits like increase in profits, improved competitive position, improved performance and increased sales. While customer satisfaction is measured by decline in customer complaints, increase in loyalty, and customer retention rate.

Esin Sadikoglu , Cemal Zehir (2009) and Alessandro Brun (2010) investigate the relationship between TQM practices with innovation and employee performance. The theoretical model developed for the study explains how different TQM practices i.e. leadership, training, employee management, information and analysis, supplier management, process management, customer focus, and continuous improvements effects on employee performance which leads to innovation performance and this in later stages effects the firm overall performance. Ebrahim Soltani, Adrain Wilkinson and Prakash J. Singh, Damien Power and Sum Chee Chuong (2010), Salaheldin Ismail Salaheldin (2009), Ali Bayati (2007) discussed the effect of incongruency of senior and middle managers orientation on TQM programs. They explain the effect of incompatibility between senior managers orientation and assumptions of TQM and middle level managers own thinking about TQM and identify four major assumptions of TQM i.e. emphasis quality, people, organization and the role of senior managers. They concludes that despite TQM being around for many years it is being still driven by an inspection approach and quality control approach, secondly TQM is still a top to bottom approach based on culture of procedure dominated with heavy bureaucratic base, thirdly senior managers focus on control especially of the work form rather than long term continuous improvements. Wen Yi Sit (2009), Maria Letica S.V (2007), Anand Nair (2006) explains how TQM effects customer satisfaction in the service sector” in their studies the researchers investigate the relationship between TQM practices and customer satisfaction as perceived by manager’s perspectives in the service sector. The different TQM constructs considered include leadership, human resource focus, process management, customer focus, strategic planning, and information and analysis and their effect on customer satisfaction is measured for both internal and external customers. The results have shown that leadership commitment has a strong effect on customer satisfaction while the effect of strategic planning and process management has an insignificant effect on customer satisfaction, while customer focus, information and analysis, and human resource focus are found positively related to customer satisfaction. Most empirical studies seem to agree with those of Powell (1995 cited in Santos-Vijande, and Alvarez-Gonzalez, 2007) and Ngambi and Nkemkiafu, (2015) that TQM practices have a positive impact on organizational performance. In Santos-Vijande, and

AlvarezGonzalez (2007), data from 166 American firms were used to show that overall performance of TQM correlated positively and significantly with both implementing TQM and its degree of advancement or organizational performance. Prajogo and Brown (2004) conducted an empirical study on Australian organizations to investigate the relationship between TQM practices and quality performance. Another study on ISO 9000 certified organizations of Taiwan performed by Talib, Rahman and Qureshi (2010) examined the linkage between six Quality Management practices and quality performance. Brah and Tee (2002) examined the relationship between TQM constructs and organization performance by measuring the quality performance of Singapore companies.

Subedi and Maheshwari (2007) compared recipients of quality awards with a group of “control companies”. These results were confirmed by Ngambi and Nkemkiafu (2015), as well as Wrolstad and Kreuger (2001) studies. Shaohan (2009) did a study on the importance of customer focus for organizational performance in Chinese companies where he sampled 143,000 Chinese companies, each with revenue of more than 5 million RMB (Chinese currency). Production performance and customer satisfaction lead to financial performance Vera (2001) did a study on the correlation of employee involvement and turnover in which the involvement was in the forms of decision making, quality cycles, quality of work life, gainsharing, job redesign, self-directed work teams, employee ownership, representative participation and managing by objectives. In a study conducted by Santos-Vijande, and Alvarez-Gonzalez (2007), behavioural factors such as top management commitment, employee empowerment and a quality oriented and open minded culture were found to produce competitive advantages more strongly than the application of data and analysis. Barros, Sampaio and Saraiva, (2014) found that the combination of employee commitment, shared vision and customer focus has a large positive impact on the performance of organizations. In continuation hereof, Lau and Idris (2001) and Fuentes et al.

2.2.1 Continuous Improvement and Organizational Performance

Continuous improvement (CI) is a method for improving every facet of a company's operations and increasing competitiveness by developing a company's resources (Anne, 2007). The improvement can involve many goals producing products with zero defects or achieving 100 percent customer satisfaction but continuous improvement has the same basic principles irrespective of the set goals (Murphy and Elana, 2006). These principles include: involvement of

the company at all levels, find savings by improving existing processes, not by investing more money, gathering data on company operations and quantify that data, which becomes the baseline against which improvements will be measured for continuous improvement (Morgan, 2006). Continuous improvement most often involves creating a team that includes representatives from all areas of the company. The team first spends time learning about their company and other companies (benchmarking is common during this phase). The necessary quantitative data is created (McManus, 2009). The team then proposes solutions to management and begins to implement those solutions. When that is achieved, follow-up mechanisms must be put in place that seeks additional improvements as time goes by. The team might change members with the passage of time, but hopefully become an established and accepted part of the company even as its schedule changes. If the plans are executed as planned the team will achieve improved quality as a result of its initial efforts (Kinni and Theodore, 2005). This can attract more employees into this concept which in turn leads to the continued search for more improvements and thus continuous improvements (Joiner and Brian, 2007).

The companies which come under this category do not just confer to the quality assurance but they realize that process improvements are directly proportional to competence, commitment and team work of employees, such organizations mobilize companywide campaigns for continuously developing skills of quality management at all levels and give assignments on weekly and monthly basis in cross functional teams. Researchers like M. Madi Bin Abdullah, Jegak Uli and Juan Jose Tari (2008) and Esin Sadikoglu , Cemal Zehir (2010) identified that companies in the manufacturing industry in Australia use different approaches for continuous quality improvements like just in time (JIT), zero defect mentality and quality circles. While according to Jamshed H. Khan (2000) there are very few firms operating in Pakistan which fall under the category of continuous quality improvements.

2.2.2 Customer Focus and Organizational Performance

The focus on customer has become a part of quality movement. According to Jarrod M Haar and Chester S. Spell (2008) successful implementation of TQM includes customer retention and increase in market share. While according to Carlos Bou Liusar, Ana B. Escrig Tena (2009) customer focus leads to customer loyalty which can be achieved by providing customers with reliable, durable product/service. So customer focus in firms incorporates customer satisfaction,

confidence, loyalty and reduction in complaints. According to Deming (2006), customers see quality as the capacity to satisfy their needs and wants. This also agrees with the concept by Gilmore (2011) who considers quality to mean the degree to which a specific product satisfies the wants of a specific consumer. Kondo (2009) notes that improving quality in creative ways reduces costs and raises productivity on their part stress that since global trade in service sector is growing, it is essential that a viable customer base is developed and maintained by implementing proper quality practices which implicates on the operational performance.

According to Garvin (2007) quality is not only a strategic weapon for competing in the current marketplace, but it also a means of pleasing consumers, not just protecting them from annoyances. According to Noori (2004), who stresses in his book that competitiveness cannot be achieved but through quality, the needs for quality are fourfold: cost, competitive advantage, reputation and staying alive.

2.2.3 Employee Empowerment and Organizational Performance

Mohanty and Lakhe (2002) argues that the people who know the most about what is right and wrong with processes are those who do it. If trained well and given the responsibility to inspect quality of their work it will eliminate inspection. Chandler and Mc Evoy (2002) pointed out that employees are the prime source of human resources, their education, skills and experience need to be assessed and matched with the job requirements for maximum performance. Employee involvement was conceived to mean a feeling of psychological ownership among organizational members Koopman (2006). Unlike total quality management ideology, the traditional employee involvement is narrow minded; it is job centered rather than process-centered. Training helps in preparing employees towards managing the total quality management ideology in the process of production. Training equips people with the necessary skills and techniques of quality improvement. It is argued to be a powerful building block of business in the achievement of its aims and objectives Zhang,(2000). Through training, employees are able to identify improvement opportunities as it is directed at providing necessary skills and knowledge for all employees to be able to contribute to ongoing quality improvement process of production. Training and development programmers should not be seen as a onetime event but a lifelong process Dale et al, (2000).

2.2.4 Top Management Commitment and Organizational Performance

According to many researchers like Daniel I. Prajogo (2006), Juan Tari and Jose Francisco (2007) and Bowmen (2004) the firms characteristics like size of firm, year of existence and top management commitment play a vital role in quality implementation initiatives in different firms , the bigger the size of the firm the better are the chances of successful implementation but according to the age of firm different researches have shown both positive and negative relationships with successful implementation of TQM. The role of top management commitment has become so important in successful implementation of quality initiatives in firm that most quality models take top management commitment as a separate variable effecting quality performance.

Top management commitment is very important for the successful implementation of TQM in organizations. Pheny and Teo (2003) observed that top management must communicate TQM to the entire organisation to create awareness, interest, desire and action. They should provide the quality vision and create a cultural change within the organisation. They should organize for trainings, empower others by allowing them to grow, delegate authority and recognize them for quality achievements. Top management must allocate resources and partner with suppliers for sharing of information in terms of new innovations and technology in the market for quality materials. Top management commitment and leadership requires effective change in organizational culture and this can only be made possible with the deep involvement of top Total quality management implementation improves

2.3. Summary of Literature Review and Research Gaps

Organizational preparedness determines what kind of quality management systems to pursue, since the resources that an organization has will influence what the firm does or does not do. The strategies so undertaken will then influence the performance of the firm and help the firm gain a competitive advantage in the market place, resulting to enhanced performance. Top management commitment and leadership requires effective change in organizational culture and this can only be made possible with the deep involvement of top Total quality management implementation improves. Through training, employees are able to identify improvement opportunities as it is directed at providing necessary skills and knowledge for all employees to be able to contribute to ongoing quality improvement process of production.

Table 2.1 Summary of Research Gaps

Author	Area of Study	Key Findings	Knowledge gaps	Focus of this study
Rajab, A.F (2014)	Quality management practices and supply chain performance of large scale manufacturing firms in Kenya	To determine the extent to which quality management practices are implemented by large scale manufacturing firms in Kenya	Quality management practices have been practiced to a large extent by the large manufacturing firms in Nairobi, Kenya.	The study focused on large scale performance whereas the current study is focused on effects of implementation
Bell and Omachonu (2011)	Quality system implementation process for business success	To find out how Quality system implementation affect performance	There is significant linkage between improved documentation, firms performance and organizational performance	The study considered process for business success while this is focused on performance of manufacturing firm Manufacturing firms in Kenya
Anyango,; Wanjau, and Mageto, (2013) Kenya	Assessment of the relationship between ISO 9001 certification and performance of manufacturing firms in Kenya	To find out the relationship between ISO 9001 certification and performance of manufacturing firms in Kenya	There is positive relationship between financial HRM, firms performance, HRM and control measures and a firm's performance	The study focused on certification of ISO 900, whereas the current study is focused on the effects of top management commitment to TQM and performance of manufacturing firms in Kenya
Brah and Tee (2002)	relationship between TQM constructs and organization performance in Singapore companies	TQM and performance were positively correlated	Study done in Singapore whose setup is more advanced/more industrialized than Kenya.	TQM practices on performance of manufacturing in Kenya
Lindsay & Evans, (2007)	Managing for Quality and Performance Excellence	To find out how quality management affect business performance	Quality management significantly affects performance	The study was done in a developed world while the present study will be done in Kenya

2.4 Conceptual Framework

The following is a conceptual framework of the proposed study.

In the figure 2.1 below, Conceptual framework represents researchers own view concerning the research variables. This simplifies the proposed relationship between the variables in the study theoretically, graphically or diagrammatically (Mugenda) The Conceptual of this study consist four independent variables and one dependable variable. The figure expounds on relationship between the dependent variable (DV) being organizational performance and the independent variable (IV) as the influencing dependent variable which are continuous improvement, customer focus, employee Empowerment and top management commitment.

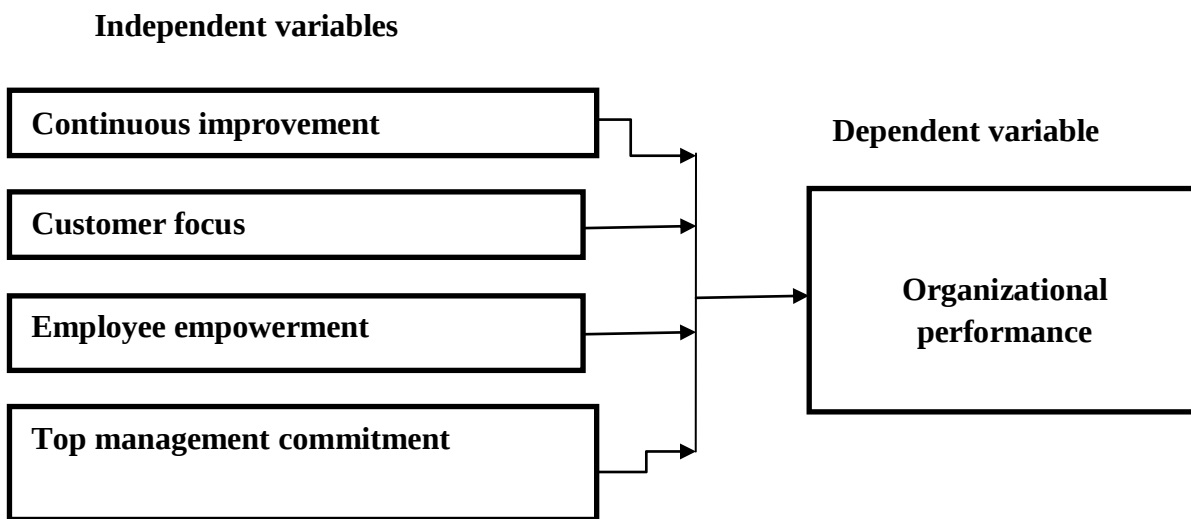


Fig 2.1. Conceptual framework

2.5. Operationalization of Variables

The following is Operationalization of Variables of the proposed study.

In the figure 2.2. below, the study shows Operationalization of Variables how continuous improvement through product improvement, innovation and recognition of improvement, combination of the customer focus measured in terms customer needs as well as satisfaction of customers by provision of quality products and services which is established through clear vision and the top management. Strategy implementation and lastly employee involvement through ownership, responsibility, Training and development programmers as well as experience which influence profitability as well as market share in organizations

Fig 2.2. Operationalization of Variables

Variable	Indicators	Measurement of Variables	Tools of Analysis
Customer order Cycle Independent Variable	Reduced storage costs Reduced inventory management costs Demand forecasting Value Flexibility	Statistical package for Social Science (SPSS) used in computing sums, means, standard deviation, frequencies and percentages.	Multiple regression Analysis Frequencies and percentages Correlation analysis
Supply Chain Cycle Independent Variable	Reduced inventory carrying costs Reduced insurance costs Less cash in short-term Efficient use of warehouse space	Statistical package for Social Science (SPSS) used in computing sums, means, standard deviation, frequencies and percentages.	Multiple regression Analysis Frequencies and percentages Correlation analysis
Takt time Independent Variable	Overall equipment efficiency Down time allowances Quality manufacturing Customer satisfaction	Statistical package for Social Science (SPSS) used in computing sums, means, standard deviation, frequencies and percentages.	Multiple regression Analysis Frequencies and percentages Correlation analysis
Pull system Independent Variable	Make to order production Kanban pull Sequential pull Replenishment pull	Statistical package for Social Science (SPSS) used in computing sums, means, standard deviation, frequencies and percentages.	Multiple regression Analysis Frequencies and percentages Correlation analysis
Supply chain performance Dependent Variable	Optimal and on-time deliveries Effective demand forecasting Faster inventory turns Standardization of inventory movements	Statistical package for Social Science (SPSS) used in computing sums, means, standard deviation, frequencies and percentages.	Multiple regression Analysis Frequencies and percentages Correlation analysis

2.6. Chapter Summary

This chapter is a review of relevant literature which is considered necessary in helping to understanding the research study. It addresses theoretical orientation, empirical review and the conceptual framework. Literature review is a systematic process of identifying, locating and analyzing of documents containing information relating to proposed research problem being investigated.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction.

This chapter introduces the research design, Target Population, Sample and sampling, Instruments, The pilot study, Data Collection, procedures, analysis and Presentation, Ethical Considerations and finally Chapter Summary.

3.1 Research design

The researcher adopted descriptive survey research design. This method is used when the researcher wants to describe particular behavior as it occurs in the environment. According to Lyon (2007) the term descriptive research refers to the type of research question, design and data analysis that is applied to a given study. A descriptive research method is an effective design for analyzing non-quantified topics, issues and lastly it is less time-consuming than quantitative experiments.

The descriptive studies primarily is concerned with “what is” might be applied to investigate research questions. The researcher applied descriptive research design in examining the impact of total quality management on manufacturing firm performance of Mabati Rolling Mills. Hence the researcher collected data describing characteristics about what was being studied. Descriptive research design was used to analyze the effects of continuous improvement, determining the effects of Customer Focus, examining the effects of employee empowerment and establishing the effects of top management commitment to total quality management on performance of Mabati Rolling Mills a manufacturing firm in Kilifi County. Questionnaire will be administered to collect data to test Hypothesis. The researcher used Statistical package for Social Science (SPSS) in computing sums, means, standard deviation, frequencies and percentages. The analyzed data was presented using tables, pie charts and graphs. This helped the reader in interpreting and understanding the report quickly and clearly. The findings were summarized, concluded in conjunction to research questions leading to recommendations.

3.2 Target Population

According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The descriptive survey research design was adopted for the study. A sample size from Top management, Middle management, General staffs, Bora Bora Authorized Distributor for Mabati Rolling Mills, external 10 month old customers from Mombasa, Kilifi and Kwale were selected to form the population for the study. The descriptive design was adopted for the study and primary data was collected with the use of a self-structured questionnaire from one hundred and forty seven (147) randomly selected respondents from Top management (7), Middle management(12), General staffs(166), Bora Bora Authorized Distributor for Mabati Rolling Mills(5), external 10 month old customers from Mombasa(18), Kilifi(14) and Kwale(11) According to Kothari (2004) stratified sampling technique was applied in order to obtain a representative sample. To get respondent strata, random sample technique was applied in order to group the population into strata which made it easy for the study. A population is grouped into sub populations, each different from the total population and then items picked from each stratum to constitute a sample. Therefore; A sample is a subset where every item in population has the same probability of being in the sample (Susan, 2010). The sample size for the study was calculated using Slovene's formulae as;

$$n = \frac{N}{1 + N^2}$$

Where n = Sample size;

1 = Constant;

e = Error of significance = 0.05; and

N = Population size (233)

$$n = \frac{233}{1 + 233 \times 0.05^2} = \frac{233}{1 + 233 \times (0.0025)}$$

$$n = \frac{233}{1 + 0.5825} = \frac{233}{1.5825} 147.24 \cong 147 \therefore = 147$$

Therefore the sample size of the population of the study (n)= 147

Based on the result above, the sample size for this study was 147 respondents. Hence, in order to ensure that the sample represented each of the selected samples from top management, Middle management, General staffs, Bora Bora Authorized Distributor for Mabati Rolling Mills and external customers from Mombasa, Kwale and Mariakani were included . A sample is a subset

where every item in population has the same probability of being in the sample (Susan, 2010).
The sample size for the study was calculated using Slovene's formulae as follows:

$$nh = \frac{N \times Nh}{N}$$

Where: *nh* = Number of units allocated to each stratum (respondent)

N = Total sample size

Nh = Number of employees in each bank

N = Total population

Top Management

$$nh = \frac{N \times Nh}{N} = \frac{147 \times 7}{233} = 4.42 = 4$$

Middle Management

$$nh = \frac{N \times Nh}{N} = \frac{147 \times 12}{233} = 7.5 = 8$$

General Staff

$$nh = \frac{N \times Nh}{N} = \frac{147 \times 166}{233} = 104.73 = 105$$

Mombasa Customers

$$nh = \frac{N \times Nh}{N} = \frac{147 \times 18}{233} = 11.36 = 11$$

Kilifi Customers

$$nh = \frac{N \times Nh}{N} = \frac{147 \times 14}{233} = 8.83 = 9$$

Kwale Customers

$$nh = \frac{N \times Nh}{N} = \frac{147 \times 11}{233} = 6.9 = 7$$

Bora Bora Distributor

$$nh = \frac{N \times Nh}{N} = \frac{147 \times 5}{233} = 3.2 = 3$$

Table 3.1 Target Population

Target Population sections	(Population) N	Sample Size n
Top level Management	7	4
Middle level Management	12	8
Low level Management	166	105
Mombasa Customers	18	11
Kilifi Customers	14	9
Kwale Customers	11	7
Kwale Customers	5	3
Total	233	147

3.3. Sample and sampling technique

In order to generalize from a random sample and avoid sampling errors or biases, a random sample needs to be of adequate size. What is adequate depends on several issues which often confuse people doing surveys for the first time. This is because what is important here is not the proportion of the research population that gets sampled, but the absolute size of the sample selected relative to the complexity of the population, the aims of the researcher and the kinds of statistical manipulation used in data analysis. While the larger the sample the lesser the likelihood that findings being biased doesn't hold, diminishing returns can quickly set in when samples get over a specific size which need to be balanced against the researcher's resources (Gill et al., 2010). To put it bluntly, larger sample sizes reduce sampling error but at a decreasing rate. Several statistical formulas are available for determining sample size

According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The descriptive survey research design was adopted for the study. According to Kothari (2004) stratified sampling technique is applied in order to obtain a representative sample. To get respondent strata, random sample technique is applied in order to group the population into strata making the study easy. A

population is grouped into sub populations, each different from the total population and then items picked from each stratum to constitute a sample. Therefore; A sample is a subset where every item in population has the same probability of being in the sample (Susan, 2010).

3.4. Research Instruments

According to Mugenda and Mugenda (2003) a questionnaire is a series of questions asked to individuals to obtain statistically used information about a given study. The questionnaires were used in collecting quantitative data (Mugenda and Mugenda, 2003). The questionnaire contains questions which are designed to gather data, for analysis and answer research questions (Afolabi et al., 2005). The researcher used Questionnaires to collect data from the population of 147 respondents. Questionnaires was prepared covering four objectives which were presented to the target population; each questionnaire contained general questions and Likert questions formulated from objective of the study. A Likert Scale is a type of rating scale used to measure attitudes or opinions. With this scale, respondents are asked to rate items on a level of agreement A Likert Scale is a type of rating scale used to measure attitudes or opinions. With this scale, respondents are asked to rate items on a level of agreement (2015), Researchers interested in measuring people's underlying attitudes towards an object. Hence there were 6 Choice, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree and lastly I don't' Know. People's attitudes cannot be measured directly, and researchers disagree over whether and how they can be measured indirectly using people's emotions, thoughts, or behaviors, which are observable manifestations of attitudes Bohner (2001)

3.5. Pilot Study

A pilot study provides valuable information, not only for the researcher's main study, but also for other similar studies; therefore, it is crucial to include complete information on the feasibility of the study. In order to achieve this, every step was presented to the supervisor for a review, guidance and approval before proceeding to the next level. Glass and Hopkins (2012), States that a sample of population 10% can be considered to be well representative of the entire target population. Mugenda and Mugenda (2003) also recommend the same. Hence a presentation 10% of the sampled population will was used for pilot to the proportion of number of staffs.

3.5.1. Validity Test

Trochin (2006) defines validity as the degree to which a test measures what is supposed to be measured. This involved collection of data, analyzed them using the instrument of Validity. To confirm validity, the questionnaires were confirmed by the research supervisor and research expert. This was done by formulating the questionnaire and presented them to the supervisor for a review, guidance and approval.

3.5.2 Reliability Test

The reliability of a research instrument is concerned with reliability of instruments to an extent of producing similar results when tested severally. Therefore, reliability must be determined because there is generally a good deal of consistency in results of quality instrument gathered at different times (Lyon, 2007). Therefore, to confirm reliability 5 questionnaires were administered.

3.6 Data collection procedure and Techniques.

Data collection is the process of gathering quantitative and qualitative information on specific variables with the aim of evaluating outcomes or gleaning actionable insights. Good data collection requires a clear process to ensure the data you collect is clean, consistent, and reliable. The study used a semi structured questionnaire with both close and open ended questions. Primary data was collected using semi- structured questionnaires. According to Denzin and Lincoln (2000), an in depth questionnaire leads to generation of insightful facts, statistical information and permit a better understanding of organizational complexity while close and open ended questions were used for other sections . Questionnaire is a collection of questions to which a research subject is expected to respond, Mugenda and Mugenda (2013). The questionnaires were properly designed to ensure that it provided valid and reliable data from the community based projects. A visit to the company will was done to explain to the respondents the nature of the study and created a report prior to the collection of data. The questionnaire is considered appropriate because it saves time. The questionnaire ensures uniformity in the way questions are asked. Equally respondents feel free to answer sensitive questions as they are not required to

disclose their identity (Mugambi, 2006). The questions were administered directly to the respondents by the researcher whereby the researcher had a privilege to introduce the topic, and encourage the respondents in answering the questionnaire. The findings were compiled together in readiness for analysis.

3.7 Data Analysis and Presentation

Data analysis is a practice in which raw data is organized for the purpose of extracting information from them. This involves data cleaning and data coding which enable the researcher to come up with findings (Glass and Hopkings, 2012). Data cleaning involves detecting and correcting or removing inaccurate records set or tables so that data can be consistent with similar sets in the system. Data coding involves analytical process in which data, both quantitative form (such as questionnaires results) is categorized to facilitate analysis so that it can be the form which is understandable by computer software.

During data analysis, a quantitative method was adopted. This involved analysis of data generated from choice based questions. While qualitative analysis was used through generated Likert questions which involved summarized opinions. The researcher used Statistical package for Social Science (SPSS) in computing sums, means, standard deviation, frequencies and percentages. The analyzed data were presented using tables, pie charts and graphs. This helped the reader to interpret and understand the report quickly and clearly. The regression model explaining the results enumerated were given in Tables giving Variability of independent variables and organizational Performance. The model showed that independent variables positively affect variability in organizational performance at Mabati rolling Mills. The hypothesis were also tested and rejected, while the alternative hypotheses were accepted.

3.8. Ethical Considerations

Informed consent was ensured by obtaining necessary permission from both administrators of the University and the management of selected organization (Mabati Rolling Mills). Their permission was useful in ensuring that the research study was successfully completed so that the findings collected in consequent stages could not breach the rules and regulations laid down when undertaking the research work. Participation was done on voluntary basis whereby people participating in research were free to withdraw their participation at any time without conditions.

The Participants had the right to discontinue their participation in the research. There was confidentiality to any identified information which couldn't be accessed by anyone else apart from the researcher. The researcher considered how to write the reports to ensure confidentiality of the names of respondents.

3.9 Chapter Summary

This chapter comprised of the arrangements of methodology in carrying out the complete research study as discussed. It addressed the research design, Target Population, census technique, data collection technique Instruments, Pilot Study, Data collection procedure, Data Analysis and Presentation, Ethical Considerations and finally Chapter Summary.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter presents the results of the research in different subsections as provided in the main variables. This section of the research study outlines the study findings as guided by research questions and outlined in the questionnaire. The researcher collected data and analysed the information gathered using simple descriptive statistics. The first section presents the findings of the demographic data and limitations of the study.

4.1 Presentation of Research Findings

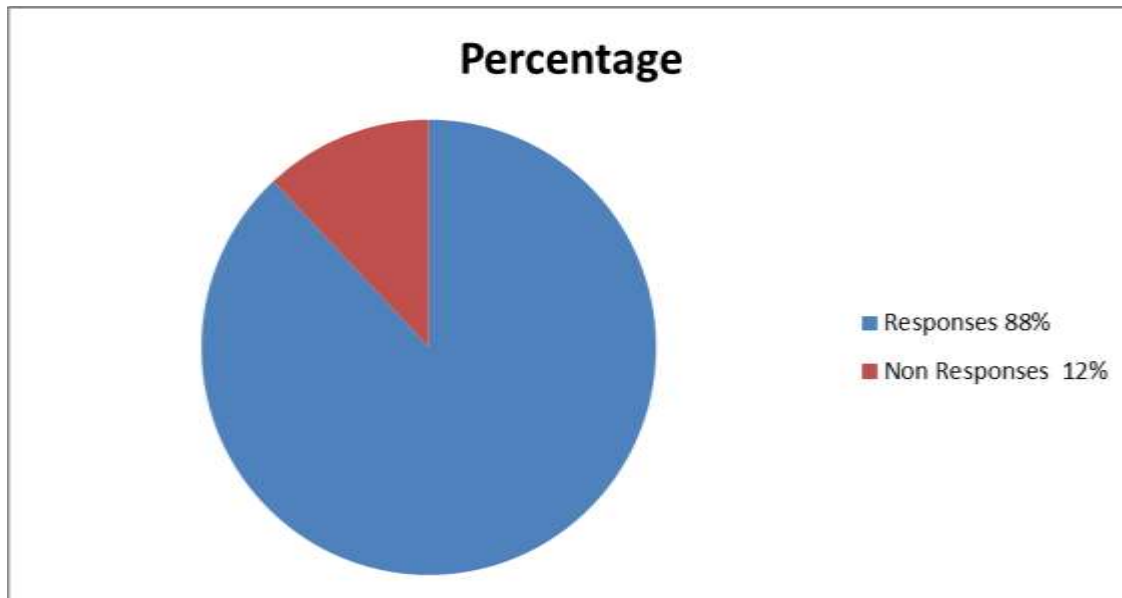
Table 4.1: Response Rate

Category	Frequency	Percentage
Responses	129	88
Non-Responses	18	12
Total	147	100

The sample population of the study was 147, to which the researcher distributed the questionnaire as indicated in Table 4.1 and the results obtained by the study findings show that a total of 129 respondents completely filled the questionnaire representing 88% response rate while 18 or 12% of the respondents failed to return or fully fill the questionnaire. The research study response rate was excellent. According to Kothari (2009), any responses to a research study that attains 50% response rate is adequate, 60% good and above 70% is rated as excellent. Therefore, the study response rate was excellent and the valid responses that were adopted for data analysis was 129 (n=129).

Figure 4.1 shows 72% were male while 28% were female. Therefore the majority of the respondents were male.

FIGURE 4.1 Response Rate



4.1.2 Demographic Information

The study asked the respondents to provide bio data that constituted information that explains the attributes of the study. The attributes included; gender, age group, education level, Work experience, position held in the organisation and the name of the organisation that the respondents worked for.

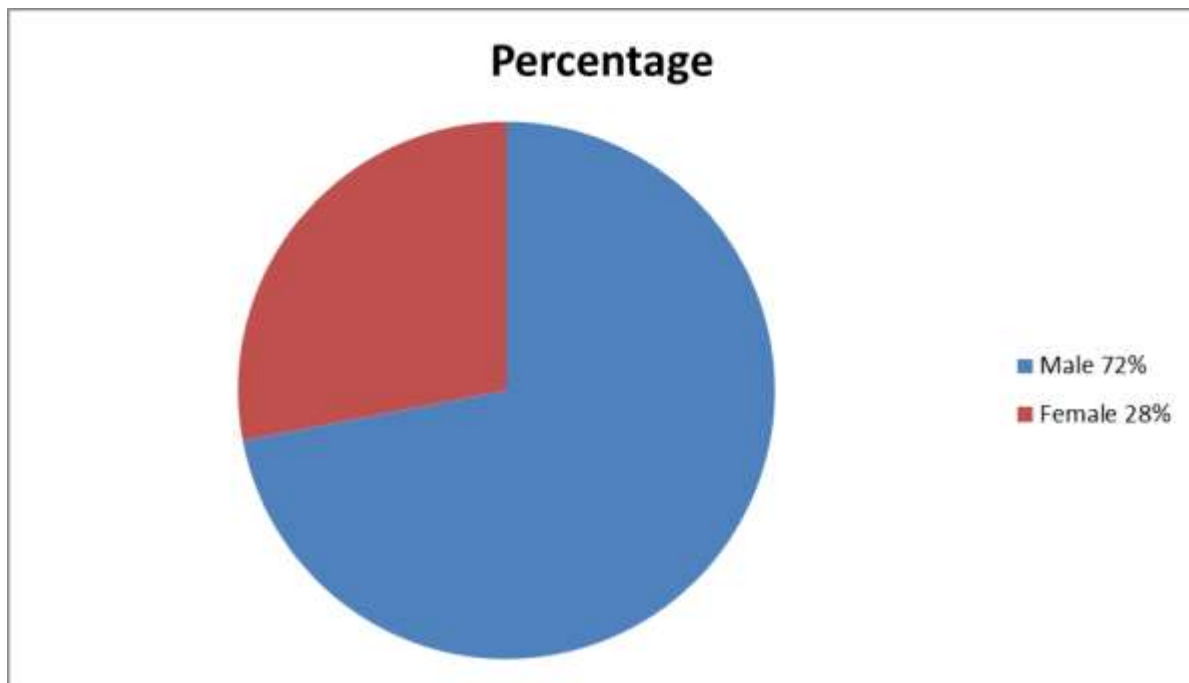
Table 4.2: Respondents Gender

Category	Frequency	Percentage
Female	36	28
Male	93	72
Total	129	100

Out of the 129 responses that were adopted for analysis, most employees who participated in the research were 93 males representing 72% of the respondents and 36 females that represented 28% as indicated in Table 4.2 above. This implies that the gender representations of the respondents were fairly balanced in the study and contributions towards the study findings cannot be associated to any single gender despite male respondents being more than their female counterparts due to the nature of jobs which suits male.

4.1.2. Analysis of respondent's gender.

Figure 4.2 Gender of respondents



4.1.3. The researchers Analysis on respondent's age.

Table 4.3: Age Respondents

The researcher asked the respondents to indicate their age.

Category	Frequency	Percentage
Below 25 years	12	9.3%
25 years – 30 years	16	12.4%
31 years - 40 years	41	31.8%
41 years - 50 years	38	29.5%
Over 51 years	22	17%
Total	129	100

As shown in Table 4.3 respondents were required to indicate their age bracket and the responses show that the majority at 31.8% captured respondents aged between 31 and 40, 29.5% of the respondents indicated their age bracket between 41 and 50 years while 17% of respondents represented employees aged over 51years and 12% were age between 25 years and 30 years while 9.3% of the respondents aged below 25years. The response represents a good dispersion of the respondents in the age bracket and the majority of them were at their middle stage of life. Respondent's age is significant characteristics in understanding one's view about particular issues (Kothari, 2009). Age also indicates the level of maturity of a person in that sense of age becomes more important in examining the response.

Figure; 4.3 Age of respondents

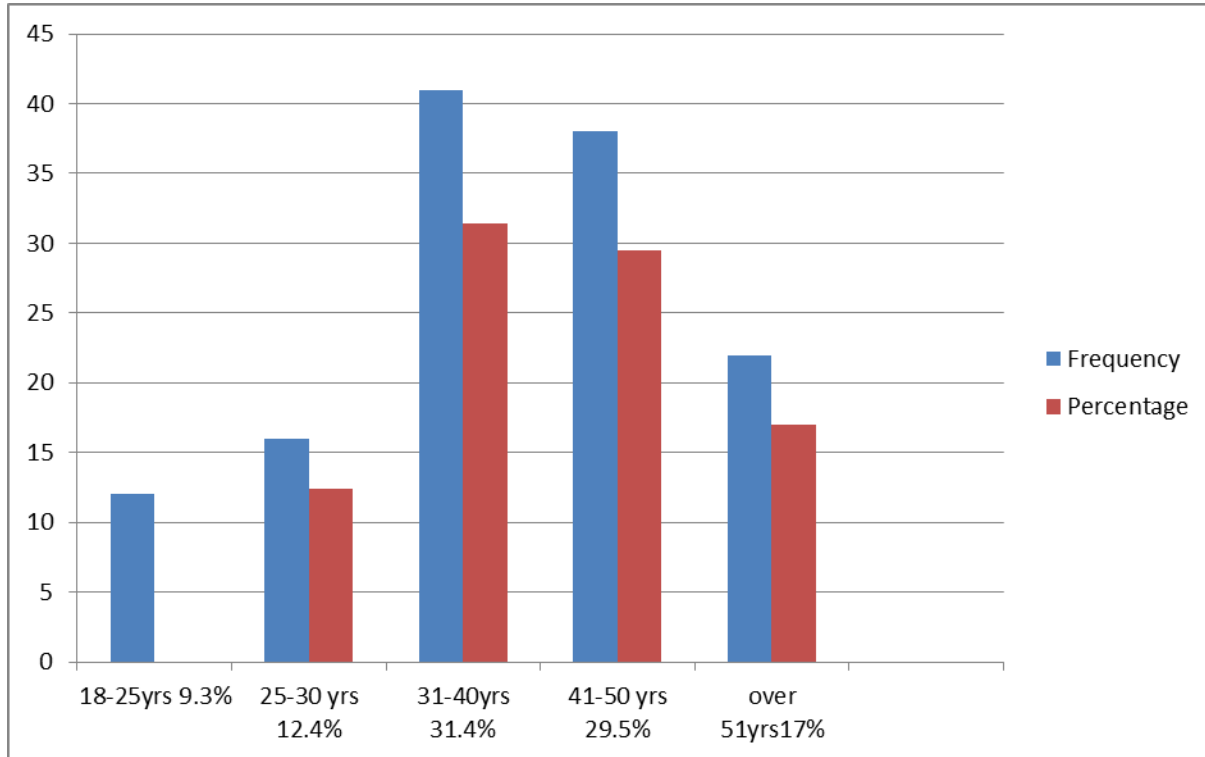


Table 4.3: Respondents Education Level

Category	Frequency	Percentage
Secondary	5	3.9%
Certificate	37	28.7%
Diploma	42	32.5%
Degree (Undergraduate)	36	27.9%
Post Graduate Degree (Master)	6	4.7%
PhD	3	2.3%
Other	0	0%
Total	129	100

As indicated in Table 4.3, the respondents were required to indicate their highest level of education and the data showed that the majority had attained Diploma at 32%, that was closely followed by respondents with certificate at 28.7% of the respondents, 27.9% of the respondents indicated Degree (Undergraduate) of education while 4.7% had Post Graduate Degree (Master) 2.3% indicated PhDs and 3.9 indicated secondary level of education while non-other. This implies that respondents' highest education level was adequate to answer and interpret the research questions. This shows that work at the organisations requires professional input. According to Kothari (2009) Response of an individual is likely to be determined by his or her educational level and therefore it becomes imperative to know the educational background of the respondents.

Figure 4.3 Respondents duration they have worked in years.

Category	Frequency	Percentage
Less than 3years	3	2.3%
3years – 5 years	10	7.8%
6 years – 10years	54	41.85%
Over 11 years	38	29.45%
Other(Non Mabati staff)	24	18.60%
Total	129	100

As captured in Table 4.3 respondents were asked to indicate the number of years they have worked in the organisation and 41.85% of the respondents indicated that they had worked for a period between 6years to 10years, 29.45% had worked for over 11years, 7.8% had worked for between 3years and 5years while 2.3% had worked for less than 3years. The study findings show that the respondents 18.60 stated were Non Mabati Employees

Figure 4.4 Respondents duration they have worked in years.

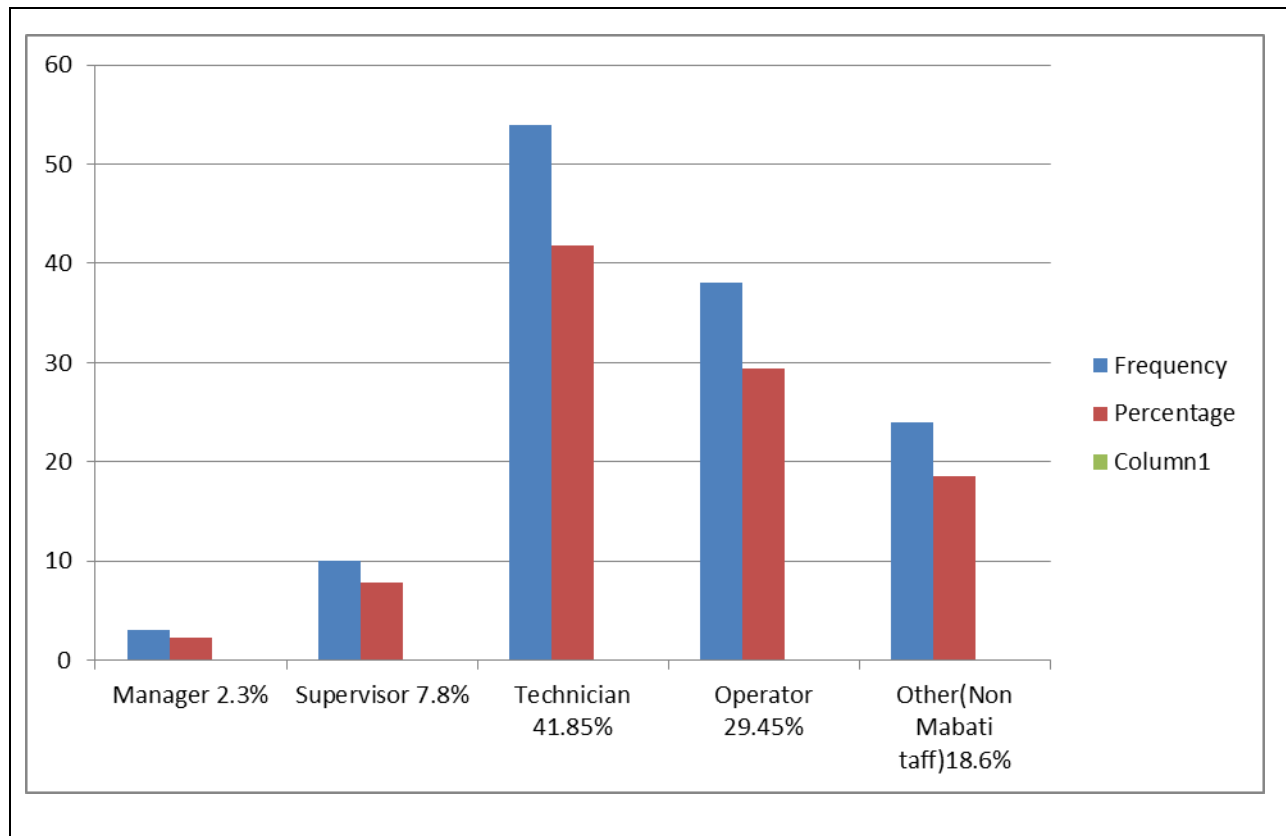
Category	Frequency	Percentage
Manager	3	2.3%
Supervisor	10	7.8%
Technician	54	41.85%
Operators	38	29.45%
Other(Non Mabati staff)	24	18.60%
Total	129	100

As captured in Figure 4.4 respondents were asked to indicate the number of years they have worked in the organisation and 49.6% of the respondents, who are the majority, indicated that they had worked at the organisation for between 6years to 10years, 40.3% had worked for over 11years, 7.8% had worked for between 3years and 5years while 2.3% had worked for less than 3years. The study findings show that the respondents had worked in the organisation for the duration of time that places them in a better position to respond to the questionnaire.

4.1.4 Analysis of respondents' position in the organization.

The researcher asked the respondents to indicate their position in the organization or status.

Figure 4.5 Respondents position in the organisation



As captured in Figure 4.5 respondents were asked to indicate their position in the organisation and the majority of the respondents were technician with 41.85%, followed by operator with 29.45%, and then the supervisors with 7.8%, and the respondents who stated were managers were 2.3%. Lastly those who fall under the category of non Mabati staffs formed 18.6%.

4.1.5 Continuous Improvement.

The Respondents were asked weight the items on five point likert scale for instrument to measure the level of continuous improvement and performance in Mabati Rolling Mills a practice of total quality management and their response are captured in table 4. 4

Table 4.4 Respondents views on continuous improvement

	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	Mean	Standard Deviation
continuous improvement and relationships							
The Company encourages study and planning for improvement of processes. Improvement of processes.	51%	40%	7%	2%	0%	2.86	1.365
There is frequent inspection of product quality for improvement of processes.	47%	38%	9%	4%	2%	3.10	1.405
The company employs seven tools of quality to plan control and improvement of processes	54%	40%	6%	0%	0%	4.54	1.468
We collect data first and then we make decisions for the improvement of the process, after viewing it.	55%	40%	3%	2%	0%	4.10	1.635
The company has provided certification to our suppliers and routine audits take place to maintain the quality standards	47%	38%	9%	4%	2%	3.10	1.405
Proper and efficient training is provided to newly selected personnel and periodic trainings to staffs on TQM for improving quality.	54%	40%	6%	0%	0%	4.54	1.468
The Company encourages study and planning for improvement of processes. Improvement of processes.	51%	40%	7%	2%	0%	2.86	1.365
Average						3.58	1.444

The first objective of the study was to find out the effects of continuous improvement on performance, at Mabati Rolling Mills. The study variable was assessed by requiring the respondents to use a five-point Likert scale and the researcher sought to examine how continuous improvement affect performance at Mabati rolling mills. A set of seven questions with open ended questions to support the response were used to determine the study variable and the results are shown in Table 4.4. The study findings are discussed using descriptive statistics to show the responses. The results were as follows: The first question, the study inquired if the variability in The Company encourages study and planning for improvement of processes and 51% of the respondents strongly agreed, 40% of the respondents agreed while 7% of the respondents were neutral with 2 of the respondents strongly disagreeing or agreeing. The study question had a mean score of 2.86 and standard deviation of 1.365. The second question under this variable, the study inquired if there is frequent inspection of product quality and process takes place and 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% were neutral with 4 of the respondents disagreeing while 2 of the respondents strongly disagreeing. The study question had a mean score of 3.10 and standard deviation of 1.405. The third question under the study variable the study inquired if the company employs seven tools of quality to plan control and improvement of processes and the responses were as follows; 54% of the respondents strongly agreed, 40% of the respondents agreed, 6% of the respondents were neutral while 0% of the respondents disagreed and 0% of the respondents strongly disagreed. The question had a mean score of 4.54 and standard deviation of 1.468. The fourth question under the study variable, the study inquired if the they collect data first and then make decisions for the improvement of the process, after viewing it..and the responses were as follows; 55% of the respondents strongly agreed, 40% of the respondents agreed while 3% of the respondents were neutral while 2% disagreed. The study question had a mean of 4.10 and standard deviation of 1.635 and the fifth question, the study inquired if the company has provided certification to its suppliers and routine if audits take place to maintain the quality standards, and 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% were neutral with 4 of the respondents disagreeing while 2 of the respondents strongly disagreeing. The study question had a mean score of 3.10 and standard deviation of 1.405. The sixth question under this variable, the study inquired if the company's employees periodically visit to its suppliers to inspect and evaluate the products for improving quality and 54% of the respondents strongly agreed, 40% of the

respondents agreed while 6% were neutral with none of the respondents strongly disagreeing or agreeing. The study question had a mean score of 4.54 and standard deviation of 1.545. finally the study inquired if Proper and efficient training is provided to newly selected personnel and periodic trainings to staffs on TQM for improving quality and the responses were as follows: 51% of the responses strongly agreed, 40% of the respondents agreed, 7% of the respondents were neutral while 2% of the respondents disagreed and 0% strongly disagreed with the study question had a mean of 2.86 and standard deviation of 1.365. The study variable had an overall average mean of 2.86 and standard deviation of 1.365.

4.1.6 Customer Focus on Performance

The Respondents were asked weight the items on five point likert scale for instrument to measure the level of Customer Focus and performance in Mabati Rolling Mills a practice of total quality management and their response are captured in table 4. 5

Table 4.5 Respondents views on Customer Focus

Customer Focus.	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	Mean	Deviation	Standard
The key customer requirements are identified (product specifications detected and fulfilled.	43%	51%	3%	3%	0%	4.20	1.155	
Customer oriented strategies are built and reviewed for further improvements	47%	38%	9%	4%	2%	3.10	1.405	
Customer oriented strategies are built and reviewed for further improvements	53%	43%	4%	0%	0%	3.30	1.415	
Design, development and delivery of products is according to the requirements of customers.	43%	51%	3%	3%	0%	4.20	1.155	
Customer satisfaction feedbacks are taken after a regular interval	53%	43%	4%	0%	0%	2,10	1.468	
Customer oriented strategies are built and reviewed for further improvements	54%	40%	6%	0%	0%	4.54	1.468	
The organization treats Quality-related customer complaints with top priority	54%	40%	6%	0%	0%	4.54	1.468	
Average						3.98	1.362	

The Second objective of the study was to determine the effects of Customer Focus on performance at Mabati Rolling Mills. The study variable was assessed by requiring the respondents to use a five-point Likert scale and the researcher sought to measure the level of Customer Focus and performance as a practice of total quality management at Mabati Rolling Mills. A set of seven questions with open ended questions to support the response were used to determine the study variable and the results are shown in Table 4.5. The study findings are discussed using descriptive statistics to show the responses. The results were as follows: The first question, the study inquired if the key customer requirements are identified (product specifications detected

and fulfilled and 43% of the respondents strongly agreed, 51% of the respondents agreed while 3% of the respondents were neutral with 3 of the respondents strongly disagreeing or agreeing. The study question had a mean score of 3.30 and standard deviation of 1.415. The second question under this variable, the study inquired if Customer oriented strategies are built and reviewed for further improvements and 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% were neutral while 4% of the respondents disagreeing and 2% strongly disagreeing disagree. The study question had a mean score of 4.54 and standard deviation of 1.545. The third question the study inquired if the Company conducts customer feedback surveys regularly and provides solutions timely and the responses were as follows; 53% of the respondents strongly agreed, 43% of the respondents agreed, 4% of the respondents were neutral while 0% of the respondents disagreed and 0% of the respondents strongly disagreed. The question had a mean score of 2.10 and standard deviation of 1.175. The fourth question under the study variable, the study inquired if the Design, development and delivery of products is according to the requirements of customers..and the responses were as follows; 43% of the respondents strongly agreed, 51% of the respondents agreed while 3% of the respondents disagreed as well as 3% were neutral. The study question had a mean of 4.20 and standard deviation of 1.155 and the fifth question, the study inquired if Customer satisfaction feedbacks are taken after a regular interval, 53% of the respondents strongly agreed, 43% of the respondents agreed, 4% of the respondents were neutral while 0% of the respondents disagreed and 0% of the respondents strongly disagreed.. The question had a mean score of 2.10 and standard deviation of 1.175. The sixth question under this variable, the study inquired if the Customer complaints are properly recorded and reviewed to maintain our quality standards and 54% of the respondents strongly agreed, 40% of the respondents agreed while 6% were neutral with none of the respondents strongly disagreeing or agreeing. The study question had a mean score of 4.54 and standard deviation of 1.545. Finally the study inquired if the organization treats Quality-related customer complaints with top priority and 54% of the respondents strongly agreed, 40% of the respondents agreed while 6% were neutral with none of the respondents strongly disagreeing or agreeing. The study question had a mean score of 4.54 and standard deviation of 1.545. The study variable had an overall average mean of 3.98 and standard deviation of 1.362.

4.1.7 Employee Empowerment

The Respondents were asked weight the items on five point likert scale for instrument to measure the level of employee empowerment and performance in Mabati Rolling Mills a practice of total quality management and their response are captured in table 4. 6

Table 4.6 Respondents views on Employee Empowerment

Employee Empowerment	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	Mean	Standard Deviation
Career development training to employees is provided by the company (both inside and outside of the company).	47%	38%	9%	4%	2%	2.86	1.365
The organization is committed to employees Motivation Programs	51%	40%	7%	2%	0%	2.86	1.365
The organization empowers the employees to self-driven in to solving problems and being responsive	54%	40%	6%	0%	0%	4.54	1.468
The organization empower its Employees to openly discuss problems and issues	47%	38%	9%	4%	2%	3.10	1.405
Critical empowerment programs are designed to enable those with little or no power to overcome whatever form of challenge that comes on their way	46%	51%	3%	0%	0%	4.22	1.249
The company has Training programs and has provided an opportunity to empower and motivate employees	47%	38%	9%	4%	2%	3.10	1.405
The firm benchmarks its quality against other quality management practices best practices	54%	40%	6%	0%	0%	4.54	1.468
Average						3.63	1.395

The Third objective of the study was to examine the effects of employee empowerment on performance at Mabati Rolling Mills. The study variable was assessed by requiring the respondents to use a five-point Likert scale and the researcher sought to measure the level of employee empowerment and performance as a practice of total quality management at Mabati Rolling Mills at. A set of seven questions with open ended questions to support the response were used to determine the study variable and the results are shown in Table 4.6. The study findings are discussed using descriptive statistics to show the responses. The results were as follows: The first question, the study inquired if Career development training to employees is provided by the company (both inside and outside of the company) and 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% were neutral 4 of the respondents disagreed while. 2 of the respondents strongly disagreeing. The study question had a mean score of 3.10 and standard deviation of 1.405. The second question under this variable, the study inquired if the organization is committed to employees Motivation Programs and 51% of the respondents strongly agreed, 40% of the respondents agreed while 7% of the respondents were neutral with 2 of the respondents strongly disagreeing or agreeing. The study question had a mean score of 2.86 and standard deviation of 1.365. The third question the study inquired if the organization empowers the employees to self-driven in to solving problems and being responsive and the responses were as follows; 54% of the respondents strongly agreed, 40% of the respondents agreed, 6% of the respondents were neutral while 0% of the respondents disagreed and 0% of the respondents strongly disagreed. The question had a mean score of 4.54 and standard deviation of 1.405. The fourth question under the study variable, the study inquired if the organization empowers its Employees to openly discuss problems and issues and the responses were as follows; 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% of the respondents disagreed as well as 4% were neutral and 2 strongly disagreed. The study question had a mean of 3.10 and standard deviation of 1.405 and the fifth question, the study inquired if Critical empowerment programs are designed to enable those with little or no power to overcome whatever form of challenge that comes on their way and 46% of the respondents agreed while 51% of the respondents were neutral with 3% of the respondents strongly disagreeing or agreeing. The study question had a mean score of 4.22 and standard deviation of 1.249. The sixth question under this variable, the study inquired if the company has Training programs which and if it provides an opportunity to empower and motivate employees

and 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% of the respondents disagreed as well as 4% were neutral and 2 strongly disagreed. The study question had a mean of 3.10 and standard deviation of 1.405 finally The firm benchmarks its quality against other quality management practices best practices and the responses were as follows: 54% of the respondents strongly agreed, 40% of the respondents agreed, 6% of the respondents were neutral while 0% of the respondents disagreed and 0% of the respondents strongly disagreed. The question had a mean score of 4.54 and standard deviation of 1.405. The study variable had an overall average mean of 3.637 and standard deviation of 1.395.

4.1.8 Top management commitment

The Respondents were asked weight the items on five point likert scale for instrument to measure the level of top management commitment and performance in Mabati Rolling Mills a practice of total quality management and their response are captured in table 4. 7

TABLE 4.7 Respondents' views on top management commitment

Top management commitment and relationships	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	Mean	Standard Deviation
Top management actively involved in communication & planning of organizational goals	51%	40%	7%	2%	0%	2.86	1.365
Top leadership provides significant means (resources) to improve and maintain quality	47%	38%	9%	4%	2%	3.10	1.405
Top leadership views quality more important than production(means quality has more importance than production schedules)	54%	40%	6%	0%	0%	4.54	1.468
Top management devotes resources for development and support for ISO certification	55%	40%	3%	2%	0%	4.10	1.635
Top management establish trust and commitment to quality improvement by eliminating fear	47%	38%	9%	4%	2%	3.10	1.405
Top management establish trust and commitment to quality improvement by eliminating fear	54%	40%	6%	0%	0%	4.54	1.468
Quality policies and procedures are documented and communicated to all employees	51%	40%	7%	2%	0%	2.86	1.365
Average						3.58	1.444

The Fourth objective of the study was to determine the effects of Top management commitment on performance at Mabati Rolling Mills. The study variable was assessed by requiring the respondents to use a five-point Likert scale and the researcher sought to measure the level of Top

management commitment and performance as a practice of total quality management at Mabati Rolling Mills. A set of seven questions with open ended questions to support the response were used to determine the study variable and the results are shown in Table 4.7. The study findings are discussed using descriptive statistics to show the responses. The results were as follows: The first question, the study inquired if Top management actively involved in communication & planning of organizational goals and 51% of the respondents strongly agreed, 40% of the respondents agreed while 7% of the respondents were neutral with 2% of the respondents disagreeing. The study question had a mean score of 2.86 and standard deviation of 1.365. The second question under this variable, the study inquired if Top leadership provides significant means (resources) to improve and maintain quality and 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% were neutral with 4% of the respondents disagreeing while 2% strongly disagreed. The study question had a mean score of 3.10 and standard deviation of 1.405. The third question the study inquired if Top leadership provides significant means (resources) to improve and maintain quality and the responses were as follows; 54% of the respondents strongly agreed, 40% of the respondents agreed, 6% of the respondents were neutral while 0% of the respondents disagreed and 0% of the respondents strongly disagreed. The question had a mean score of 5.54 and standard deviation of 1.468. The fourth question under the study variable, the study inquired if the Top management devotes resources for development and support for ISO certification and the responses were as follows; 55% of the respondents strongly agreed, 40% of the respondents agreed while 3% were neutral and 2% disagreed. The study question had a mean of 4.10 and standard deviation of 1.635 and the fifth question, Top management devotes resources for development and support for ISO certification, and 47% of the respondents strongly agreed, 38% of the respondents agreed while 9% were neutral with 4% of the respondents disagreeing while 2% strongly disagreed. The study question had a mean score of 3.10 and standard deviation of 1.405. The sixth question under this variable, the study inquired if the Top management establish trust and commitment to quality improvement by eliminating fear and 54% of the respondents strongly agreed, 40% of the respondents agreed while 6% were neutral with none of the respondents strongly disagreeing or agreeing. The study question had a mean score of 4.54 and standard deviation of 1.545. finally the study inquired Quality policies and procedures are documented and communicated to all employees and the responses were as follows: and 51% of the respondents strongly agreed, 40%

of the respondents agreed while 7% of the respondents were neutral with 2% of the respondents disagreeing. The study question had a mean score of 2.86 and standard deviation of 1.365. The study variable had an overall average mean of 3.586 and standard deviation of 1.444.

4.1.9. Continuous improvement and organizational performance

In this section the study sought to determine the effect of Continuous Improvement on the organizational performance. The findings are presented in Table 4.8.

TABLE 4.8 Respondents views on continuous improvement and organizational Performance

	N	MEAN	STD. DEV
Profitability	27	3.36	1.413
Market share Company turnover	27	3.32	1.512
Employee numbers	27	4.13	1.164
Greater and quality Products	27	2.16	1.152
Own opinion of majority that the continuous improvement influenced organizational performance	27	3.19	1.311
Total Average		3.232	1.3104

The study findings show in Table 4.8 that the majority of respondents agreed to excellent that the profitability of the organizational was excellent as a result of continuous improvement with (Mean= 3.36, SD= 1.413). The findings further revealed that the majority of respondents agreed to excellent that the Market share Company turnover of the organizational was excellent as a result of continuous improvement with (Mean= 3.32, SD= 1.512). The results revealed that the majority of respondents agreed that there was an increase of Employee numbers of the organizational as a result of continuous improvement with (Mean= 4.13, SD= 1.164).The respondents also agreed to excellent with the statement that the organization had Greater and quality Products with (Mean= 2.12, SD= 0.822) The results of the study show that majority of the respondents indicated in their own opinion that the continuous improvement influenced

organizational performance in MRM with (Mean= 3.19, SD= 1.311). While the overall average mean of 3.232 and standard deviation of 1.3104.

4.1.10. Customer focus and organizational performance

In this section the study sought to determine the effect of customer focus and organizational performance. The findings are presented in Table 4.9.

TABLE 4.9 Respondents views on customer focus and organizational performance

	N	MEAN	STD. DEV
Profitability	27	3.19	1.269
Market share Company turnover	27	4.27	1.292
Employee numbers	27	4.25	1.489
Greater and quality Products	27	3.11	1.419
Own opinion of majority that the continuous improvement influenced organizational performance	27	3.69	3.702
Total Average		3.72	1.367

The study findings show that the majority of respondents agreed excellently that the profitability of the organizational as a result of customer focus with (Mean= 3.19, SD=1.269). The findings further revealed that the majority of respondents agreed that the Market share Company turnover of the organizational was excellent as a result of customer focus with (Mean= 4.27, SD= 1.292). The results revealed that the majority of respondents agreed to good that there was an increase of Employee numbers of the organizational as a result of customer focus with (Mean= 4.25, SD= 1.489).The respondents also agreed to excellent with the statement that the organization had Greater and quality Products with (Mean= 3.11, SD= 1.419) The results of the study show that majority of the respondents indicated in their own opinion that the continuous improvement influenced organizational performance in MRM with (Mean= 3.69, SD= 3.702). While the overall average mean of 3.72 and standard deviation of 1.367.

4.1.11. Employee Empowerment and Organizational Performance

- a) In this section the study sought to determine the effects of employee empowerment and organizational performance.

The findings are presented in Table 4.10.

TABLE 4.10 Respondents views on employee empowerment and organizational Performance.

	N	MEAN	STD. DEV
Profitability	27	3.3	1.415
Market share Company turnover	27	4.54	1.545
Employee numbers	27	2.1	1.75
Greater and quality Products	27	4.2	1.555
In your opinion, how has customer focus customer focus influenced organizational performance in the firm?	27	2.01	1.262
Total Average		3.23	1.3104

The study findings show that the majority of respondents agreed to excellent that the profitability of the organizational was excellent as a result of employee empowerment with (Mean= 3.3, SD= 1.415). The findings further revealed that the majority of respondents agreed to excellent that the Market share Company turnover of the organizational was excellent as a result of customer focus with (Mean= 4.54, SD= 1.545). The results further revealed that the majority of respondents agreed to good that there was an increase of Employee numbers of the organizational as a result of employee empowerment with (Mean= 2.1, SD= 1.75). The respondents also agreed to excellent with the statement that the organization as a result of customer focus with had Greater and quality Products with (Mean= 4.2, SD= 1.555). The results of the study also show that majority of the respondents indicated in their own opinion about employee empowerment influenced organizational performance in the firm? that the employee empowerment influenced organizational performance in MRM with (Mean= 2.01, SD= 1.262). While the overall average mean of 3.23 and standard deviation of 1.3104.

4.1.12. Top management commitment and organizational Performance

In this section the study sought to determine the effects of top management commitment and organizational performance

a) The findings are presented in Table 4.11.

TABLE 4.11 Respondents views on top management commitment and organizational

	N	MEAN	STD. DEV
Profitability	27	4.21	1.492
Market share Company turnover	27	4.38	1.635
Employee numbers	27	4.1	1.635
Greater and quality Products	27	4.54	1.428
In your opinion, how has customer focus customer focus influenced organizational performance in the firm?	27	4.29	1.249
Total Average		4.29	1.4878

The study findings show that the majority of respondents agreed to excellent that the profitability of the organizational was excellent as a result of top management commitment with (Mean= 4.21, SD= 1.492). The findings further revealed that the majority of respondents agreed to excellent that the Market share Company turnover of the organizational was excellent as a result of customer focus with (Mean= 4.38, SD= 1.635). The results further revealed that the majority of respondents agreed to good that there was an increase of Employee numbers of the organizational as a result of top management commitment with (Mean= 4.1, SD= 1.635). The respondents also agreed to excellent with the statement that the organization as a result of customer focus with had Greater and quality Products with (Mean= 4.54, SD= 1.428) The results of the study also show that majority of the respondents indicated in their own opinion about top management commitment influenced organizational performance in the firm? that the top management commitment influenced organizational performance in MRM with (Mean= 4.22, SD= 1.249). While the overall average mean of 4.29 and standard deviation of 1.4878.

4.1.3 Inferential Statistics

4.1.3.1 Effects of continuous improvement on performance,

The study sought to effects of continuous improvement on performance. Regression analysis was done with continuous improvement practices as the dependent variable and performance as the predictor factor. The regression analysis revealed a relationship $R = 0.632$ which showed a strong positive correlation and revealed that continuous improvement practices and performance are fundamentally related, and $R^2 = 0.399$ which meant that 39.9% of continuous improvement practices can be explained by a unit change in performance. The results were enumerated as seen in Table 4.12.

Table 4.12 Model Summary for Organizational performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.399	.394	.60908

a. Predictors: (Constant), Organizational performance.

The values of $F = 75.141$ show that continuous improvement practices significantly affects Organizational performance. In manufacturing industry which means the regression model is a good fit of the data and that continuous improvement practices significantly influences performance at Mabati rolling mills. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable. The results were enumerated as seen in Table 4.13

Table 4.13 ANOVA^a Results for Organizational performance.

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	27.875	1	27.875	75.141	.000 ^b
1	Residual	41.920	109	.371		
	Total	69.796	129			

a. Dependent Variable: Organizational performance.

b. Predictors: (Constant), continuous improvement.

Test of Hypothesis one: There is no significant correlation between Continuous Improvement and performance.

The study outcome indicated that continuous improvement has a significant positive impact on variability in Performance. The results indicate that there is a significant relationship between continuous improvement and variability in organizational performance; $p < 0.05$ ($P = 0.01$). Thus, the values of performance are statistically significant ($t = 8.668$, $p < .05$) which means an increase in mean index of continuous improvement should increase variability in performance by a positive unit mean index value of .688 (68.8 per cent). The regression model explaining the results enumerated in Table 4.13 is given by: Variability continuous improvement = $1.095 + 0.688$ (Performance).

The model shows that continuous improvement positively affects variability in performance at Mabati rolling Mills. Therefore, the null hypothesis that states “There is no significant correlation between Continuous Improvement and performance” is rejected, while the alternative hypothesis is accepted.

Table 4.14 Regression Coefficients^a for Organizational performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		Std. Error				Lower Bound	Upper Bound
(Constant)	1.095	.331		3.309	.001	.439	1.751
Continuous improvement	.688	.079	.632	8.668	.000	.531	.845

a. Dependent Variable: Organizational performance.

Variability in performance = 1.095 + .688 (Continuous improvement)

4.1.3.2 Customer focus on performance at Mabati rolling mills

The study sought to investigate the customer focus and Organizational performance. Regression analysis was done with variability in organizational performance as the dependent variable and Customer focus as the predictor factor. The regression analysis revealed a relationship $R = 0.575$ which showed a strong positive correlation and revealed that organizational performance and variability in customer focus are fundamentally related, and $R^2 = 0.331$ which meant that 33.1% of variation in variability in customer focus can be explained by a unit change in capital structure. The results were enumerated as seen in Table 4.15.

Table 4.15 Model Summary for Customer Focus

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 ^a	.331	.325	.64274

a. Predictors: (Constant), Customer Focus

The values of $F = 55.950$ show that Customer Focus statistically and significantly affect

variability in performance which means the regression model is a good fit of the data and that Customer Focus significantly influences the performance of Mabati Rolling Mills. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable. The results were enumerated as seen in Table 4.16

Table 4.16 ANOVA^a Results for Customer Focus

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	23.114	1	23.114	55.950	.000 ^b
1	Residual	46.682	113	.431		
	Total	69.796	129			

a. Dependent Variable: Organizational Performance.

b. Predictors: (Constant), Customer Focus

Test of Hypothesis two: There is no significant correlation between Customer Focus and performance.

The study outcome indicated that Customer Focus has a significant positive impact on variability in performance. The results indicate that there is a significant relationship between Customer Focus and Organizational Performance; $p < 0.05$ ($P = 0.01$). Thus, the values of Customer Focus are statistically significant ($t = 7.480$, $p < .05$) which means an increase in mean index of Customer Focus should increase variability in performance by a positive unit mean index value of .644 (64.4 per cent). The regression model explaining the results enumerated in Table 4.16 is given by: Variability in Customer Focus = $1.379 + 0.644$ (Performance).

The model shows that Customer Focus positively affects variability in performance at Mabati Rolling Mills. Therefore, the null hypothesis that states “There is no significant correlation between Customer Focus and performance.” is rejected, while the alternative hypothesis is accepted.

Table 4.17 Regression Coefficients^a for Customer Focus

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	1.379	.345		3.993	.000	.695	2.063
Customer Focus	.644	.086	.575	7.480	.000	.473	.814

a. Dependent Variable: Customer Focus

Variability in Customer Focus = 1.379 + .644 (Performance)

4.1.3.3 Effects of Employee empowerment on performance,

The study sought to effects of Employee empowerment on performance. Regression analysis was done with Organizational performance practices as the dependent variable and Employee empowerment as the predictor factor. The regression analysis revealed a relationship $R = 0.632$ which showed a strong positive correlation and revealed that Employee empowerment practices and organizational performance are fundamentally related, and $R^2 = 0.399$ which meant that 39.9% of Employee empowerment practices can be explained by a unit change in performance. The results were enumerated as seen in Table 4.18.

Table 4.18 Model Summary for Organizational performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.399	.394	.60908

a. Predictors: (Constant), Employee empowerment

The values of $F = 75.141$ show that Employee empowerment practices significantly affects Organizational performance. In manufacturing industry which means the regression model is a good fit of the data and that Employee empowerment practices significantly influences performance at Mabati rolling mills. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable. The results were enumerated as seen in Table 4.19

Table 4.19 ANOVA^a Results for Organizational performance.

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	27.875	1	27.875	75.141	.000 ^b
1	Residual	41.920	109	.371		
	Total	69.796	129			

a. Dependent Variable: Organizational performance.

b. Predictors: (Constant), Employee empowerment

Test of Hypothesis three: There is no significant correlation between Employee Empowerment and performance

The study outcome indicated that Employee empowerment has a significant positive impact on variability in Performance. The results indicate that there is a significant relationship between continuous improvement and variability in corporate effective tax rates; $p < 0.05$ ($P = 0.01$). Thus, the values of performance are statistically significant ($t = 8.668$, $p < .05$) which means an increase in mean index of Employee empowerment should increase variability in performance by a positive unit mean index value of .688 (68.8 per cent). The regression model explaining the results enumerated in Table 4.19 is given by: Variability employee empowerment = $1.095 + 0.688$ (Performance). The model shows that Employee empowerment positively affects variability in performance at Mabati rolling Mills. Therefore, the null hypothesis that states “There is no significant correlation between Employee Empowerment and performance” is rejected, while the alternative hypothesis is accepted.

Table 4.20 Regression Coefficients^a for Organizational performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		Std. Error				Lower Bound	Upper Bound
(Constant)	1.095	.331		3.309	.001	.439	1.751
Employee empowerment	.688	.079	.632	8.668	.000	.531	.845

a. Dependent Variable: Organizational performance.

Variability in performance = 1.095 + .688 (**Employee empowerment**)

4.1.3.4 Top Management Commitment

The study sought to determine the effects top management commitment on variability in Performance. Regression analysis was done with variability in organizational performance as the dependent variable and top management commitment as the predictor factor. The regression analysis revealed a relationship $R = 0.557$ which showed a strong positive correlation and revealed that top management commitment and variability in organizational performance are fundamentally related, and $R^2 = 0.310$ which meant that 31% of the variation in variability in top management commitment can be explained by a unit change in organizational performance. The results were enumerated as seen in Table 4.21.

Table 4.21 Organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.310	.304	.65296

a. Predictors: (Constant), Top management commitment

The values of $F = 50.702$ show that top management commitment statistically and significantly affect variability in organizational performance which means the regression model is a good fit of the data and top management commitment significantly influences the performance of Mabati Rolling Mills. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable. The results were enumerated as seen in Table 4.22

Table 4.22 ANOVA^a Results for Organizational Performance.

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	21.617	1	21.617	50.702	.000 ^b
1	Residual	48.179	109	.371		
	Total	69.796	129			

a. Dependent Variable: Organizational Performance.

b. Predictors: (Constant), top management commitment

Test of Hypothesis four: There is no significant relationship between top management commitment and performance

The study outcome indicated that Employee Empowerment has a significant positive impact on variability in organizational performance. The results indicate that there is a significant relationship between top management commitment and variability in performance; $p < 0.05$ ($P = 0.01$). Thus, the values of Organizational Performance are statistically significant ($t = 7.121$, $p < .05$) which means an increase in mean index of top management commitment should increase variability in organizational performance by a positive unit mean index value of .688 (68.8 per cent). The regression model explaining the results enumerated in Table 4.22 is given by: Variability Organizational Performance = $1.620 + 0.586$ (performance). The model shows that top management commitment positively affects variability in performance at Mabati Rolling Mills. Therefore, the null hypothesis that states “There is no significant relationship between top management commitment and performance” is rejected, while the alternative hypothesis is accepted.

Table 4.23 Regression Coefficients^a for organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	1.620	.329		4.926	.000	.969	2.727
top management commitment	.586	.082	.557	7.121	.000	.423	.749

a. Dependent Variable: Organizational Performance

Variability in performance = 1.620 + .586 (top management commitment)

Table 4.24 Regression Coefficients^a for Multivariate Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	.552	.367		1.504	.136	-.176	1.281
Continuous improvement	.358	.118	.329	3.027	.003	.123	.592
Customer focus	.307	.114	.274	2.697	.008	.081	.532
Employee Empowerment	.358	.118	.329	3.027	.003	.123	.592
Top management commitment	.246	.106	.233	2.323	.022	.036	.455

a. Dependent Variable: Organizational Performance

Therefore, the optimal regression model for the study is: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$

Variability in Organizational Performance = .552 + .358 (continuous improvement) + .307

(customer focus) + .358 (employee Empowerment) + .246 (Top Management)

The model shows continuous improvement and employee empowerment were the predictor variable that highly Customer Focus. Top management commitment had the least effect on Variability in organizational performance. .

4.2 Limitations of the study

The study was carried out well but there were a few limitations that were experienced during the study. As a result of Covid-19, the researcher was not able to meet the respondent face to face. And this took more time as compared to expected period. Also the printed materials could not be accepted other than online which took more time. Another limitation was that the targeted response of 100% which was not achieved. The response rate was 88% which was below the targeted response. Although Mugenda and Mugenda (1999) could rate this response as very good, the study could have been much better if the response was at the targeted 100%. This is because the study could have gotten all the views of the targeted respondents

4.3 Chapter Summary

The researcher distributed the questionnaire via online and the results obtained by the study findings show that a total of 129 of the sample population completely filled up the questionnaire, which represented 87.7%. Data has been analysed using descriptive statistics. This research results were analysed using SPSS Version 24.0 and presented on tables.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.0. Introduction: This chapter presents the summary of the study findings, conclusions, recommendations, and suggestions for further research.

5.1. Summary of the Findings

The purpose of this study was to examine the relationship between quality management (QM) practices and performance, specifically on how QM practices affects performance, in manufacturing organizations. The researcher did a comprehensive analysis of the connection between total quality management and performance. A number of assumptions rise up due to poor implementation of QM practices which affect performance negatively. Objective of this study was to examine total quality management practices a correlate of performance vis-à-vis continuous improvement, Customer Focus, employee empowerment and top management commitment in the manufacturing sector in Kenya, a case study of Mabati rolling mills Limited (MRM) at Mariakani in Kwale County.

5.1.1 Continuous Improvement.

The study outcome indicated that continuous improvement has a significant positive impact on variability in Performance. The results indicate that there is a significant relationship between continuous improvement and variability in corporate effective tax rates; $p < 0.05$ ($P = 0.01$). Thus, the values of performance are statistically significant ($t = 8.668$, $p < .05$) which means an increase in mean index of continuous improvement should increase variability in performance by a positive unit mean index value of .688 (68.8 per cent).

5.1.2 Customer Focus

The study outcome indicated that Customer Focus has a significant positive impact on variability in performance. The results indicate that there is a significant relationship between Customer

Focus and Organizational Performance; $p < 0.05$ ($P = 0.01$). Thus, the values of Customer Focus are statistically significant ($t = 7.480$, $p < .05$) which means an increase in mean index of Customer Focus should increase variability in performance by a positive unit mean index value of .644 (64.4 per cent).

5.1.3 Employee Empowerment

The study outcome indicated that Employee empowerment has a significant positive impact on variability in Performance. The results indicate that there is a significant relationship between continuous improvement and variability in corporate effective tax rates; $p < 0.05$ ($P = 0.01$). Thus, the values of performance are statistically significant ($t = 8.668$, $p < .05$) which means an increase in mean index of Employee empowerment should increase variability in performance by a positive unit mean index value of .688 (68.8 per cent). The regression model explaining the results enumerated in Table 4.19 is given by: Variability employee empowerment = $1.095 + 0.688$ (Performance). The model shows that Employee empowerment positively affects variability in performance at Mabati rolling Mills. Employee Empowerment and Involvement as and Performance The rationale for employee empowerment is that it is the best way to increase creative thinking and initiate on the part of employees. The study found out that the top management should give more discretion and autonomy to employees. Employees at all levels are charged to review and change their work processes in an effort to improve the overall quality of service and Critical empowerment programs are designed to enable those with little or no power to overcome whatever form of challenge that comes on their way. This conforms with (Caroline ,2013) research on small enterprises in Kajiado with the agreement that the top leaders promoted quality and All enterprises require leaders that are able to create within followers a capacity to develop higher levels of commitment to organizational goal.

5.1.4 Top Management Commitment and Performance

The study outcome indicated that the predictor variables have a significant positive impact on variability in Mabati Rolling Mills. The results indicate that there is a significant relationship between Organizational Performance and top management commitment; $p < 0.05$ ($P = 0.01$). Thus, the values of predictor variables are statistically significant with $p < .05$ which means an increase

in mean index of predictor variables should increase variability in top management commitment. According to Pheng and Jasmine (2004), the degree of support, that management takes in the Management role has been given very importance in success of TQM hence top management should give delegate authority and empower their project managers to make decisions as they think that are important as indicated in literature review. Top quality managers should give quality a first priority to set standards. And allocate sufficient resources to continuous quality improvement and reward employees according to their performances.(minjoon, 2006) They should further give quality a first priority to set standards and allocate sufficient resources to continuous quality improvement and reward employees according to their performances.

5.2. Conclusion

From the results, the study concludes that Mabati Rolling Mills Ltd embrace good customer service to attract and retain more customers. There is a positive and significant relationship between customer focus, employee empowerment, continuous improvement and top management commitment, and organizational performance at MRM. The study also concludes that the TQM practices positively influenced the organizational performance as below:

The study established and concludes that continues improvement enhanced customer satisfaction which resulted into organizational performance.

The study further established and concludes that customer focus enhanced customer satisfaction which resulted into organizational performance.

The study also established and concludes that employee empowerment enhanced satisfaction which resulted into organizational performance.

The study finally established and concludes that top management commitment influenced organizational performance.

5.3. Recommendations

Based on the findings, the study made the following recommendations: The firm has developed continuous improvement clear vision and mission but sufficient resources and strategies to actualize it have not been put in place. The human resource policies are also not friendly to

motivate employee empowerment them in decision making and appraisal process. The top management commitment also influences positively on performance but there is need for strategy development and stakeholder involvement to foster performance

Manufacturing firms should adopt customer focus as a practice of TQM with the aim of enhancing organizational performance through customer satisfaction.

Firms in the manufacturing sector should embrace continuous improvement as a quality management strategy with the aim of enhancing organizational performance.

The manufacturing firms should embrace employee empowerment as quality management strategy to enhance organizational performance.

Firms in the manufacturing sector should enhance top management commitment to quality management as a strategy of enhancing organizational performance.

5.3. 1. Suggestions for Further Research

The study recommends that future studies test the effects of the other elements of total quality management practices on organizational performance that were not part of the current study.

The study also recommends that future studies test other roofing manufacturing firms in the Kenyan in both medium size and small manufactures. This is because they also play a role in the entire roofing industry. This study will help to see what strategies are used by these medium and smaller manufacturers. The study could reveal if the strategies used are similar or different in nature.

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