

TOTAL QUALITY MANAGEMENT AS A CORRELATE OF CUSTOMER SATISFACTION. A CASE STUDY OF WINNERS CHAPEL INT'L, SDA CHURCH, KAG CHURCH, NENO EVANGELISM AND PEFA IN MARIAKANI AREA OF KALOLENI, KILIFI COUNTY

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Abstract

Background to the study: The need for a comprehensive understanding of the connection between total quality management and customer satisfaction cannot be overstressed. Objective of the study: It is on this note that this study seeks to examine the kind of relationship that exists between Total Quality Management and other three variables, vis-à-vis top management commitment, availability of resources, and Customer satisfaction. A case study of Winners Chapel Int'l, SDA Church, KAG Church, Neno Evangelism and Pefa in Mariakani Area of Kaloleni, Kilifi County. Methodology: The descriptive survey design was adopted for this study and primary data was collected with the use of a self-structured questionnaire from one hundred and thirty-six (136) randomly selected respondents among the church members of Winners Chapel Int'l Mariakani. (35); SDA Church (30); KAG Church. (27); Neno Evangelism (24); and Pefa (20), in Mariakani Area of Kaloleni, Kilifi County. 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). Findings: The findings of the study showed an increase in the Worship centers through top management commitment to Total Quality Management implying increase in TQM implementation; increase in the involvement of church growth and the TQM implementation process is also tantamount to an increase in the Total Quality Management implementation; and that implementation of Total Quality Management significantly correlates increase in customer satisfaction in the Worship centers in Mariakani which comprised of Winners Chapel Int'l, SDA Church, KAG Church, Neno Evangelism and Pefa in Mariakani Area of Kaloleni, Kilifi County. Conclusion and Recommendations: The studies therefore recommend among others that the top management at the worship centers should be committed to Total Quality Management and involve church leaders in its implementation at Winners Chapel Int'l, SDA Church, KAG Church, Neno Evangelism and Pefa in Mariakani Area of Kaloleni, Kilifi County... Further study on Total Quality Management as a Correlate of academic performance of private secondary schools and public schools in urban cities of Kenya.

Keywords: Top Management, Commitment, Total Quality Management, recourse allocation, and Customer Satisfaction.

Introduction of the Study

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 expectedly creates a world of quality success for its adopters, all things being equal. The Japanese industrial prowess and benefits are living examples. To achieve the well talked about world of quality success, demands complete commitment by the top management. 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 organization to create awareness, interest, desire and action. They should provide the quality vision and create a cultural change within the organization. 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. Jesus Christ as the Top Management of the Church understood this when He demonstrated complete commitment to His assignment on earth which He called “my Father's business.” At the age of twelve, His parents and brothers looked for Him for three days before they could find Him in the Temple at Jerusalem sitting among doctrinal doctors and philosophers of His time, teaching them! When they asked why they had to look for Him all over, He calmed them down and said “did you not know that I must go about my Father's business?” - Luke 2 : 49. Jesus has carried on with this commitment till date. His enviable approach calls for hard work in addition to complete commitment. Top management carries the primary responsibility for commitment to quality and support efforts necessary to successful TQM implementation.

What TQM approach can be more than this? The Churches worldwide should follow suit by living total quality through a total belief in the world that total quality will create for Christians in Christ Jesus. Once a Church organization adopts TQM, it should be an un-ending practice and commitment. This should pass on from generation to generation. Leadership successors should be developed to carry on the TQM tradition which must have been built over years. The commissioning of the Twelve Apostles is an episode in the ministry of Jesus that appears in all three Synoptic Gospels: Matthew 10:1–4, Mark 3:13–19 and Luke 6:12–16. That was what Jesus did by appointing the twelve disciples headed by Simon Peter who went ahead with the work after his departure.

If Customers are not satisfied, then there will be an increase in the number of customer's complaints as seen in the beginning from 1980s. The complaint is not limited to litigations in court rooms, board room and waiting rooms. Some of the business reacted by ignoring the voice of the customer while some customers established a customer relationship management to tract the net loyalty level of the customers. However, the customer satisfaction concept has now become a standard by which organization's performance are judged.

Top management commitment is very important for the successful implementation of TQM in Non-profitting organizations. Pheny and Teo (2003) observed that top management must communicate TQM to the entire organization to create awareness, interest, desire and action. They should provide the quality vision and create a cultural change within the organization. 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.

Statement of the problem

From practical and theoretical perspectives, the need to comprehensively understand the correlation between customer satisfaction and total quality management cannot be over emphasized. Proper cooperation between employees, top and middle management towards a common objective requires a clear vision and mission, communicated by the top management. Hence top management commitment is crucial to ensure total quality management philosophy is enshrined as the part of company culture in order to exceed the need and expectation of the customer. Several researchers studied total quality management leaving some gaps that need to be filled behind. The study of the concept of total quality management has been a bone of contention that brings about tensions between regulatory, vernacular, contextual and conventional meanings. Previous studies on total quality management (e.g. Nadiri and Hussain 2005;

Yang, 2006) were carried out in different situations and had diverse results, which give explanation for the need for the present study. The present business milieu requires that an organization maintains its business sustainability and produces products or services that constantly meet the yearnings of its customers and expectations (Muma et al., 2014. 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. Most organization aim at making profits but fail to undertake vital strategies which contribute towards sustainable 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. Total Quality Management (TQM) is one of the management strategies that can be adopted to achieve incessant improvement in quality. TQM as a concept came into being in 1970s when quality development took a tactical shift from Quality Control to quality strategic approach so as to heed to the increasing attention on quality.

Objective of the paper

The aim of the study seeks to examine the kind of relationship that exists between Total Quality Management and other three variables, vis-à-vis top management commitment, availability of resources, and Customer satisfaction. A case study of Winners Chapel Int'l, SDA Church, KAG Church, Neno Evangelism and Pefa in Mariakani Area of Kaloleni, Kilifi County.

- i.) To examine the relationship between top management commitment and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County;
- ii.) To find out if any correlation exists between employees' involvement and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County;
- iii.) To determine the kind of relationship that exists between Total Quality Management implementation and Customer Satisfaction in the Worship centers in Mariakani Area, Kilifi County;

Research questions

- i) How does top management commitment affect performance in Worship centers in Mariakani Area, Kilifi County?
- ii) To what extent does resource allocation affect performance in Worship centers in Mariakani Area, Kilifi County?
- iii) How does customer satisfaction affect performance in the Worship centers in Mariakani Area, Kilifi County?

The significance of the paper

The significance of this paper starts with management of the three case study churches i.e. Winners Chapel Int'l Mariakani, SDA Church, KAG Church, Neno Evangelism and Pefa whereby, it will give them relevant information which will help the management to know the importance and why they should improve on resource allocation to increase organizational performance. From a knowledge point of view, the study has great significance to academicians as it will assist them more about the importance of resource allocation and effects of top management commitment to quality management systems. Also, from a future research point of view, this study is useful to scholars who will be interested since it will provide a basis for future references in their studies as they will build on this study and conduct a more comprehensive and conclusive study. This research will also add up knowledge for industrialization as well as academic. This study will also help designers improve on the performance for milling to higher profits and overall performance. Lastly it will encourage the top management and planners to set aside finances for continuous improvement of quality management system.

Scope of the study

One hundred and thirty-six (136) randomly selected respondents among the church members from of Winners Chapel Int'l Mariakani. (35); SDA Church (30); KAG Church. (27); Neno Evangelism (24); and Pefa (20), in Mariakani Area of Kaloleni, Kilifi County which took three (3) month from July to September 2020.

Literature Review

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. Ang *et al.* (2011) conducted a study to examine the impact of TQM practices on customer orientation and learning organization in the service sector. The authors employed various analysis techniques and methods to conclude that leadership has no significant relationship with customer orientation compared with other TQM constructs examined by the study. Apart from the results obtained, the authors found that leadership is not one of the three factors that have a considerable relationship with organization learning. The investigation involved 600 small service organizations selected from the Federation of Malaysian Manufacturers (FMM) Directory (2007). Activities of these organizations vary to cover most of service business types such as banking and finance companies, consulting service companies, insurance companies, hotels and courier services.

Similar to the above results and approaches, one of the obvious implications of a study conducted by Keng and Abdul-Rahman (2011) is that top management in construction companies need to be more helpful and effective towards TQM practices and implementation. The authors interviewed senior project managers in 12 construction companies in Malaysia. The study aimed to explore the practices of quality management, management commitment in quality management, and quality management implementation problems in construction projects. Ab Wahid *et al.* (2011) investigated top management commitment role in maintenance of ISO 9000 and in outcomes of QM system, practices and implementation in two large service organizations. The investigation concerned with top management commitment and leadership from different approaches such as involvement in quality improvement, providing necessary resources and showing steady commitment to quality perfection. Through applying different analysis techniques, the results showed a variation in extent of top management commitment role in ISO 9000 maintenance and QM system and practices between the two organizations. The respondents of the first company reflected higher positive statements on their top management. The final conclusion of the study emphasized on the positive role of top management in ISO 9000 maintenance and QM system outcomes. Apart from their study, Rhaizan and Tan (2011) investigated ISO 9000 certified service companies operating in Klang, Malaysia.

The study aimed to identify the most important factor for the implementation of TQM. Based on the analysis of the data obtained, findings rated management leadership and commitment factor as the second imperative factor in implementation of TQM in the service organizations put under investigation. From a service quality approach, Sit *et al.* (2011) proved in context of their study that leadership as a TQM construct has a strong positive association with service quality in the commercial banks in Malaysia. The study targeted middle management employees in 20 commercial banks listed in FMM. The main objective of the study was to examine the association between TQM practices and service quality in Malaysia's commercial banking industry. The authors drew from the results that the challenge of top management leadership in commercial banks is to satisfy customers with high quality services. The same degree of importance of management leadership is supported by findings of a study conducted by Noor Azman *et al.* (2010). Outcomes of the study showed visionary leadership as one of the most four critical human resource related factors that promise successful TQM implementation in high education institutes in Malaysia. The authors discussed the vitality and criticality function of visionary leadership in high education institutions. This importance occurs in involvement of top executives in creating, sustaining and customer orientation work dimension and presenting apparent quality values in their institutes.

The *et al.* (2009) investigated the role of leadership in context of TQM practices and implementation from other approaches. Objective of their study was to examine the relationship between TQM practices and role stressors. ISO 9000 certified service firms in Malaysia were apart from the study scope. The study indexed dimensions of TQM practices and role stressors in service firms. Contradictory to the high education and commercial banks cases, the index revealed that leadership has a potentially negative impact on role stressors.

Paradoxical to the above outcomes and supporting the findings in commercial banks and high education preceding cases, leadership has a high positive role in quality management in Malaysian public hospitals. Abd Manaf (2009) concluded this from a study involving three levels of hospitals (district, state and Hospital Kuala Lumpur as national referral centre) throughout Peninsular Malaysia. Details of findings from analysis were that "The finding seems to suggest that leadership and management commitment is higher in district level hospitals than in state and national level hospitals. It also suggests that this factor is higher in state level hospitals than in the national referral centre. Sit *et al.* (2009) performed a study that resulted in leadership as a TQM dimension in Malaysian service firms having a significant positive impact in enhancing customer satisfaction.

This study was based on three notable theories namely management theory, Systems Approach Theory, Scientific Management Theory, Management Theories helps us understand that Total Quality Management systems use a variety of tools and theories to empower employees, build a team atmosphere and focus on the voice of the customer to deliver quality products on time to customers. Hoyle (2006), states that a management theory is concerned with guiding practice and enables the practitioner to improve the organization's effectiveness. Hoyle and MacMahan (2006) concur with Hoyle's statement adding that management theory is guiding practice which also includes decision-making and authority.

Systems Approach Theory plays an important role in any continuous improvement process, offering great benefit to the organization. The Systems Approach recognizes the importance of environment for the organization's sustainability (Robbins 2000). 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 organization's efficiency. 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).

Scientific Management Theory aimed at improving the 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 guidelines, plans and direction by superiors are 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.

Empirical Literature Review of the study was conducted, 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 the 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, gain sharing, 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), behavioral 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.

Theory Resource-Based View Theory postulates that internal organizational resources that are valuable, rare, inimitable and without a substitute are a source of sustainable competitive advantage (Penrose, 1959), and therefore enhance performance. The Resource-Based View Theory suggests that performance is driven by the resource profile of the firm, whereas the source of superior performance is embedded in the possession and deployment of distinctive resources that are difficult to imitate (Wernerfelt, 1984).

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), a firm develops competitive advantage by not only acquiring but also developing, combining, and effectively deploying its physical, human, and organizational resources in ways that add unique value and are difficult for competitors to imitate. The Resource-Based View Theory postulates that competitive advantage comes from the internal resources that are possessed by an organization (Wernerfelt, 1984).

The assumption of RBV models is that a corporation is a bundle of resources. A firm's resources include all tangible and intangible assets that enable the firm to conceive of, develop and implement strategies that improve its efficiency and effectiveness (Daft, 1983; Johnson et al. 2004). Unlike tangible resources, intangible resources, like product quality, are more likely to generate superior performance (Rouse & Daellenbach, 2009; Kenneth et al., 2011).

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. According to Klassen & Whybark (1999), the theoretical implications for environmental management are multifaceted. Of primary importance is the fact that environmental and economic performances are related to one or more strategic resources yielding multiple competitive advantages. The environmental policies can be associated with superior performance if the prerequisite strategic organizational resources have been developed as a part of the management initiatives. For example, a firm may put continuous improvement in place to achieve international certification for quality in terms of a standard like the ISO 9000.

This strategic resource can be transferred and applied to the implementation of preventive environmental technologies (Hart, 1995), providing a theoretical basis for integrated approaches, such as total quality environmental management (Willig, 1994). 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. In disparity, the critical argument of the Resource-Based View Theory is that rare, inimitable, non-substitutable resources create a firm's heterogeneity, and that successful firms are those that obtain and preserve valuable and peculiar resources that result to a company's good performance arising from the sustainable competitive advantage that arises thereof (DiMaggio & Powell, 1991). 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.

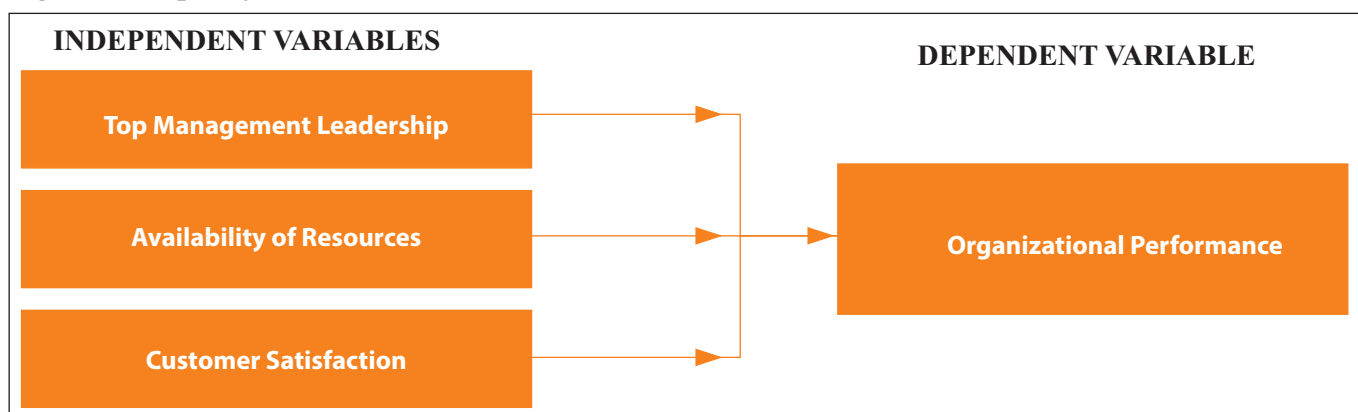
Summary of Literature Review and Research Gaps helps us understand that Organizational preparedness determines what kind of quality management systems to pursue, since the resources that an organization has will influence what the firm does or does not do. The strategies so undertaken will then influence 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
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

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 three independent variables and one dependable variable. Figure 2.1 below expounds on relationship between the dependent variable (DV) being organizational performance and the independent variable (IV) as Top Management Leadership, Availability of Resources and Customer Satisfaction

Fig 2.1. Conceptual framework



The following is Operationalization of Variables of the proposed study. In the figure 2.2. Below, the study shows Operationalization of Variables how Resource allocation affects performance 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 .

Table 2.1. Operationalization of Variables

Top Management Commitment	<ul style="list-style-type: none"> • Create awareness, interest, desire and action for quality implementation • Provide the quality vision, Leadership, policies, vision • Create a cultural change within the organization • Resources allocation • focuses on the quality of the products more than quantity without quality • Commitment to quality products more than quantity without quality. 	<ul style="list-style-type: none"> • Established Clear Vision • Strategy Implementation • Products improvements, • Innovations • Improved Organizational Performance 	<ul style="list-style-type: none"> • Quality Vision • Quality Policies • Quality Leadership • Total Quality • Improved Quality • Improved Productivity, • Higher Overall Operational Performance. <ul style="list-style-type: none"> • Profitability • Market share • Greater Productivity • Employee numbers
Resources Allocation	<ul style="list-style-type: none"> • Resources allocation • focuses on the quality of the products more than quantity without quality • Improved Productivity, • Modern equipment • Physical attraction • Improved Quality 	<ul style="list-style-type: none"> • Strategy Implementation • Products improvements, • Customer satisfaction 	<ul style="list-style-type: none"> • Quality Vision • Quality Policies • Quality Leadership • Total Quality • Improved <ul style="list-style-type: none"> • Profitability • Market share • Greater Productivity
Customer Satisfaction	<ul style="list-style-type: none"> • Customer complaints handling • Customer feedback systems checks • Customer retentions interventions 	<ul style="list-style-type: none"> • Reduction of Complains • Positive Deviation on Feedbacks • Increased customers retention 	<ul style="list-style-type: none"> • improved Sales, • greater customer satisfaction, higher • customer satisfaction • Restoration of lost customers satisfaction <ul style="list-style-type: none"> • Profitability • Market share • Company turnover • Greater Sales

Hypothesis

In order to achieve the objective, the study seeks to test the following null hypotheses:

H01: There is no significant relationship between top management commitment and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County;

H02: There is no significant correlation between resources allocation and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County;

H03: There is no significant relationship between Total Quality Management implementation and customer satisfaction in the Worship centers in Mariakani Area, Kilifi County;

Research Methodology

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 descriptive survey design was adopted for this study and primary data was collected with the use of a self-structured questionnaire from one hundred and thirty-six (136) randomly selected respondents among the church members from of Winners Chapel Int'l Mariakani. (35); SDA Church (30); KAG Church. (27); Neno Evangelism (24); and Pefa (20), in Mariakani Area of Kaloleni, Kilifi County. Questionnaires were 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 will be presented using tables, pie charts and graphs. This will help the reader to interpret and understand the report quickly and clearly. The findings will be summarized, concluded in conjunction to research questions leading to recommendations.

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 that will be used in data analysis. While the larger the sample the lesser the likelihood that findings will be biased does 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 this 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 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 descriptive survey research design was adopted for this study. The total committed church members of five selected churches formed the population for this study. The descriptive survey design was adopted for this study and primary data was collected with the use of a self-structured questionnaire from one hundred and thirty-six (136) randomly selected respondents among the church members from of Winners Chapel Int'l Mariakani. (35); SDA Church (30); KAG Church. (27); Neno Evangelism (24); and Pefa (20), in Mariakani Area of Kaloleni, Kilifi County Furthermore, and the sample size statistically determined using the Yaman (1967) formula method as illustrated below;

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

Where n = Sample size;
 1 = Constant;
 e = Error of significance = 0.05; and
 N = Population size (205)

$$n = \frac{205}{1 + 205 \times 0.05^2} = \frac{205}{1 + 205 \times (0.0025)}$$

$$n = \frac{205}{1 + 0.51251.5125} = \frac{205}{1.51251.5125} = 135.5 \cong 136 \therefore n = 136$$

Therefore the sample of the study (n)= 136

Based on the result above, the sample size for this study is 136 respondents. Hence, there is need to ensure that the sample represents each of the five selected banks based to their staff strength. And a result, the Bowley's (1926) stratified proportional allocation formula is adopted. The Bowley (1926) proportional allocation formula is given as:

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

Where: *nh* = Number of units allocated to each stratum (bank)
N = Total sample size
Nh = Number of employees in each bank
N = Total population

$$N \quad \text{Winners Chapel Int'l Mariakani} \\ nh = \frac{N \times Nh}{N} = \frac{136 \times 53}{205} = 35.2 = 35$$

$$\begin{aligned}
 \text{N} \quad & \text{SDA CHURCH} \\
 \text{nh} &= \frac{N \times N_h}{205} = \frac{136 \times 45}{205} = 29.9 = 30 \\
 \\
 \text{N} \quad & \text{KAG CHURCH} \\
 \text{nh} &= \frac{N \times N_h}{205} = \frac{136 \times 41}{205} = 27.2 = 27 \\
 \\
 \text{N} \quad & \text{Neno Evangelism} \\
 \text{nh} &= \frac{N \times N_h}{205} = \frac{136 \times 36}{205} = 23.9 = 24 \\
 \\
 \text{N} \quad & \text{Pefa Church} \\
 \text{nh} &= \frac{N \times N_h}{205} = \frac{136 \times 30}{205} = 19.9 = 20
 \end{aligned}$$

Hence, the instrument adopted for this study is a self-structured questionnaire administered to church leaders and church members of selected churches who were randomly selected so as to give each respondent an equal chance of being chosen for the study. The questionnaire was designed in four sections (A-D); Section A sought the respondents' demographic data, Section B-D sought their rating of the top management commitment to TQM, employee involvement in TQM implementation, and the level of customer satisfaction respectively. The rating in Sections B-D ranges from 1 to 5, with 1 being the least and 5 the highest rating. The data collected were presented and analyzed using frequency distribution tables and charts to present the respondents' demographic data, while Pearson Product Moment Correlation Coefficient is used to test the hypotheses, with the aid of the Statistical Package for Social Scientists (SPSS 21.0), at 0.05 level of significance.

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 will be 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 will use the Questionnaires to collect data from the population of 147 respondents. Questionnaires will be prepared covering four objectives which will be presented to the target population; each questionnaire will contain 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 will be 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)

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 be used for pilot to the proportion of number of staffs.

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.

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 will be administered.

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 researcher 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 was 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 was done to explain to the respondents the nature of the study and create report prior to the collection of data. The questionnaire is considered appropriate because it on saves time. The questionnaire ensured uniformity in the way questions were asked. Equally respondents felt free to answer sensitive questions as they were 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.

Data Analysis and Presentation: Data analysis is a practice in which raw data is organized for the purpose of extracting information from them. This involved data cleaning and data coding which enabled the researcher to come up with findings (Glass and Hopkings, 2012). Data cleaning involved detecting and correcting or removing inaccurate records set or tables so that data could be consistent with similar sets in the system. Data coding involved analytical process in which data, both quantitative forms (such as questionnaires results) was categorized to facilitate analysis so that it could be in form of which it would be compatible with 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.

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 were 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's participating in research were free to withdraw their participation at any time without conditions. The Participants had the right to discontinue his participation in this research. There was confidentiality to any identified information which couldn't be accessed by anyone else apart from the researcher. The researcher considered writing the reports by ensuring confidentiality of the names of respondents.

Table 3.1: Results

Characteristics	Options	Frequency	Percent (%)
SEX	Male	62	45.6
	Female	74	54.4
	Total	136	100.0
AGE	25-35years	44	32.4
	36-45years	54	39.71
	Above 45years	38	27.9
	Total	136	100.0
Duration in church	1-4yrs	58	42.65
	5-8yrs	36	26.47
	9-12yers	22	16.18
	12-16years	20	14.71
	Total		100.0

Table 3.1 above shows that most of the respondents were female forming 74(54.4%), while the remaining 62(45.6%) years of them were male. Concerning the age group of the respondents, the majority are age between 36-45years forming 54(39.71%) followed by age bracket between 25-35years forming 44(32.4%) then lastly above 45years form 38(27.9%). And finally, the table showed that much of the respondents joined the church between 1-4years ago forming 58(42.65%) affirming that a good percentage joined churches recently in the error where quality management is emphasized leading to church growth, then followed by 5-8years forming 36(26.47%), then 9-12years forming 22(16.18%) and lastly 12-6years forming 20(14.71%).

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Test of hypothesis one

There is no significant relationship between top management commitment and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County;

Table 3.2 Correlation statistics

		Top Management commitment
Total Quality Management implementation	Pearson Correlation	.873 *
	Sig. (2-tailed)	.001
	N	136

*. Correlation is significant at the 0.1 level (2-tailed).

Table 3.2 shows $r = .873$, indicating a very strong and direct relationship between management commitment and Total Quality Management implementation, while $p = .001$ indicates a significant relationship between the two variables. Hence, null hypothesis that states “there is no significant relationship between top management commitment and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County; in the Worship centers in Mariakani Area, Kilifi County;” is rejected, while its alternative is accepted.

Test of Hypothesis two

There is no significant correlation between resources allocation and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County;

Table 3.3: Correlation statistics

		Top Management commitment
Total Quality Management implementation	Pearson Correlation	.775 *
	Sig. (2-tailed)	.003
	N	136

*. Correlation is significant at the 0.1 level (2-tailed).

Table 3.3 shows $r=.775$, which shows there is a very strong and direct correlation between resources allocation and Total Quality Management implementation, while $p=.003$ depicts a significant correlation between the two variables. The null hypothesis that states “There is no significant correlation between resources allocation and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County” is therefore rejected, and its alternative is accepted.

Test of Hypothesis three

There is no significant relationship between Total Quality Management implementation and customer satisfaction in the Worship centers in Mariakani Area, Kilifi County;

Table 3.4: Correlation statistics

		Top Management commitment
customer satisfaction	Pearson Correlation	.902 *
	Sig. (2-tailed)	.000
	N	136

*Correlation is significant at the 0.1 level (2-tailed).

Table 3.4 shows $r=.902$, which is an indication that a very strong and direct relationship exists between Total Quality Management implementation and customer satisfaction, while $p=.000$ shows that the relationship between the two variables is significant. Therefore, the null hypothesis that states “There is no significant relationship between Total Quality Management implementation and customer satisfaction in the Worship centers in Mariakani Area, Kilifi County” is rejected, while the alternative hypothesis is accepted.

Findings, conclusion and recommendation

Discussion of findings

From the test of the hypothesis one, it was found that there is a very strong, direct and significant relationship between top management commitment and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County. This is in consonance with the principles of TQM propounded by Deming (1986), as top management commitment is the 14th point of Deming for the implementation of Total Quality Management (Temtime and Solomon 2002)

The test of hypothesis two showed that the correlation between resources allocation and Total Quality Management implementation in the Worship centers in Mariakani Area, Kilifi County is very strong, direct, and significant. This is similar to the finding of Sumukadas (2006) that four items from the best 25 TQM practices identified are closely linked with The Resource-Based View Theory which suggests that performance is driven by the resource profile of the firm, whereas the source of superior performance is embedded in the possession and deployment of distinctive resources that are difficult to imitate (Wernerfelt, 1984).

The result of the test of hypothesis three indicated that a very strong, direct, and significant relationship exists between Total Quality Management implementation and customer satisfaction in the Worship centers in Mariakani Area, Kilifi County. This is in conformity with the results of Agus (2004) and Saravanan and Rao (2006) that strong, direct, and statistically significant correlation exists between TQM and customer satisfaction.

Conclusion

Sequel to the findings of this study, it is concluded that an increase of top management commitment leads to an increase to Total Quality Management which leads to an increase of Worshipers and finances leading positive overall performance of Worship centers. Increase in the of resources allocation in worship centers play a big role in the TQM implementation process which is tantamount to an increase Total Quality Management implementation in worship centers. Finally, when the implementation of Total Quality Management is increased in the Worship centers as seen in Mariakani Area, Kilifi County, then there would also be an increase in the level of satisfaction among worshipers.

Recommendations

Following the conclusion above, this study recommends that the top management of the worship centers should not only be committed to Total Quality Management, but should also uphold its best practice and be highly committed in doing so. The church leadership should also exhibit the best behavior and manner in relating with the worshipers as relating to customers, as this will have a direct impact on the customers' impression concerning the quality of service provided. The worship centers is all about managing well the resources and the people in conjunction to their welfare, hence, resources should always be made available to enhance actualization and a sense of belonging in the worship centers with respect to quality management, so as to be more dedicated and collaborate very closely with the management objectives on quality assurance. These undoubtedly will affect the church leadership satisfaction and enhance their productivity, which at the long run will improve the level of worshipers satisfaction in the worship centers.

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