

**IMPLEMENTATION OF ISO 9001:2008 QUALITY
MANAGEMENT SYSTEM AT TOTAL KENYA LIMITED**

**BY
KUNGU PATRICIA WACHEKE**

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the Requirements for the Award of Master of Business
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DECLARATION

This management project report is my original work and has not been submitted for a degree in any other university.

Signed _____

KUNGU PATRICIA WACHEKE

D61/P/9032/2004

Date _____

This management report has been submitted for examination with my approval as the University Supervisor.

Signed _____

MR. JEREMIAH KAGWE

LECTURER – DEPARTMENT OF BUSINESS ADMINISTRATION

Date _____

DEDICATION

To God, almighty.....In Him I live, move and have my being.

ACKNOWLEDGEMENT

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Special thanks to go to my family Kungu, Ndichu, Nderitu and Muhoho without whom this work would have been meaningless

I am indebted to my parents who instilled the value of education in me. Their attitude towards me has sowed seeds of confidence.

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ABSTRACT

The petroleum industry in Kenya was liberalized in October 1994. This in effect meant removal of government controls and restrictive regulations in the industry while opening the market to competitive forces. This greatly increased competition in the petroleum industry. As a result of increased competition, several major multinational companies have quit the Kenyan market. However, Total Kenya Limited has instead continued to grow and has recently acquired the former Chevron, resulting in a huge current market share of 27.5% in this harsh environment. To remain competitive in this market, the company has implemented several management systems among them ISO 9001:2008 that ensures that customer satisfaction is achieved through constant evaluation of Quality processes.

The study set out to establish the factors that influence the implementation of ISO 9001:2008 in Total Kenya Limited and determine the quality practices in the company under study. The study was done through a case study of Total Kenya Limited through an interview guide that was administered face to face to get detailed content from the ISO team.

The study found that awareness of the ISO 9001:2008 quality management system that is in place in the organization is very high. The quality management system in place was found to be working and is achieving product and service quality that meets customer requirement. The company was found to be in the process of getting certification of the ex-Chevron sites certified to ensure the whole organization implements the quality management system.

The main motive for implementing a quality management system was found to improve organizational effectiveness in terms of having a systematic approach to meeting quality and company goals leading to competitive advantage, improved performance and enhanced customer trust and loyalty. It also leads to enhanced image with the regulators.

The main challenge noted was the heavy documentation that goes with ISO 9000 documentation requirements with the big size of the company after the merger. The surveillance audits done twice annually are also quite involving in terms of

preparation but with enough personnel in the ISO team, this should be okay. For now though, one quality manager still takes care of the implementation of the QMS in the grown firm. Staff turnover at the service station level also means the organization has to keep on training continuously to ensure that new staffs understand what ISO 9001:2008 implementations involves. This is quite expensive.

The biggest gains the company has achieved through the QMS implementation is more efficient processes, higher product and service quality and increased market share.

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List of abbreviations and acronyms

ISO	-	International Organization for Standardization
TKL	-	Total Kenya Limited
KEBS	-	Kenya Bureau of standards
KRA	-	Key Result Area
UON	-	University of Nairobi
ANAB	-	ANSI-ASQ National Accreditation Body
UKAS	-	United Kingdom Accreditation Services

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

A Quality Management System (QMS) is a set of management tools and principles designed to create the administrative procedures that an organization needs to integrate quality concerns into its daily business practices. This is a strategic decision that every organization should adopt to give it a competitive edge in the market place. Implementation of the QMS results in improved overall quality performance. It also helps the organization to relate its quality objectives with its business objectives as customers continue to be very demanding in regards to quality of products and services provided (KEBS, 2000).

1.1.1 ISO 9000

ISO is an abbreviation for International Organization for Standardization. The word ISO has its origin in Greek word ‘’iso’’ meaning equal (summers, 2000).

ISO 9001:2008 is an international standard for quality management requirements that strategic management put in place with the interest of their customers on the quality of goods and services they provide to ensure continuous improvement in business-to-business dealings. The standard is generic, meaning that it can be applied in all industries, regardless of the product or service delivered. It refers to an organization’s structure for managing its processes or activities to meet its objectives, such as satisfying customer quality requirements. The ISO 9001:2008 Certificate of Registration ensures that organizations can consistently deliver products and services that meet customers’ quality and regulatory requirements, while enhancing customers’ satisfaction and sustaining performance in pursuit of such objectives.

ISO 9001:2008 international standard contains all the requirements an organization must address within their Quality Management System (QMS) if they wish to be certified against the standard and all these requirements are then implemented in the organization if the firm has to maintain the certification. An ISO certificate must be renewed at regular intervals as recommended by the certification body. In the implementation process, the organization has to review performance through

internal audits and surveillance audits by certifying body to determine whether the quality system is working and what improvements need to be made. There is need to document procedures for dealing with both actual and potential non-conformances. (www.iso.org). According to Lai (1996), a survey done to establish the benefits associated with implementing ISO 9000 quality systems revealed the standards led to tremendous competitive advantage.

ISO 9001:2008 Quality Management System (QMS) is a strategic decision that organizations adopt. The implementation of an Organization's quality management system is influenced by varying needs such as the firm's objectives, the products provided, the process employed and the size and structure of the organization (KEBS, 2000)

The purpose of the QMS implementation in organizations is to enable an organization achieve, sustain and improve quality economically by managing quality in organizations. ISO 9001:2008 has revolutionized the quality domain. It controls quality, saves money, greater market share, increased operational efficiency, competitive differentiation, improved customer satisfaction, and several suppliers use it. ISO 9001:2008 can be applied to all kinds of organizations. It helps both product and service oriented organizations attain great improvements in quality. It can be implemented in all organizations, and it is applicable to organizations in the industrial, consumer and service oriented sectors. Customer satisfaction, profitability and market leadership are driven in large part by delivering quality products and services to customers (Besterfield, 2006)

Currently, there is a worldwide trend towards increasingly stringent customer expectations regarding quality, achieving and sustaining excellent economic performance. ISO is the specialized international agency for Standardization and the source of ISO 9000 series. It was founded in 1946 in Geneva, Switzerland, and its mandate is to promote the development of international standards to facilitate the exchange of goods and services world wide. It is composed of more than 90 member countries, working together to produce more than 13,000 International Standards for business, government and society. ISO is made up of approximately 180 Technical Committees. Each Technical Committee is responsible for one of the many areas of

specialization. The objective of ISO is to promote the development of standardization and related world activities with a view of facilitating international exchange of goods and services and to developing cooperation in the sphere of intellectual, scientific technological and economic activity (Besterfield, 2006).

1.1.2 Quality Management System (QMS) Overview

Quality Management System is a management system that direct and control an organization with regard to quality. (ISO 9000:2005) In quality management, the formal definition of quality is the degree to which a set of inherent characteristics fulfils requirements. (ISO 9000:2005).In an organization, a customer defines quality in terms of customer requirements. We thus need a quality management to be as near to the centre as possible. The ever rising customer desire for quality in all aspects of life provides an encouraging background for implementing a quality management system.

Businesses face the challenges arising from globalization and are forced to find ways and means of responding to the dynamic changes in the environment or risk collapsing altogether. Management is a key variable among the many that influence enterprise competitiveness. It is the management that is responsible for creating competitiveness through the ever-higher quality at lower cost. The central role of quality is not new, having become part of the vocabulary of business since the phenomenal export success of Japanese and other Asian manufacturers in the 1970s and 1980s (Wilson 2001).

Firms must be able to deliver high quality goods and services on time and in correct quantities-all at competitive prices. Moreover, firms and their staff are faced as never before with a range of international standards, which are increasingly required for access to international and regional markets, and are now demanded, by a growing number of large domestic buyers. Foremost among these are management systems standards related to quality and environment. Enterprise competitiveness – so critical to the success of market systems now requires greatly improved performance in key areas like product and service quality, costs, delivery times – plus conformity to management system standards such as the ISO 9000 quality series. According to (Lai, 1996) it is said that international standards offer practical

solutions to problems arising from globalization and liberalization. They can also be used as a strategic tool to achieve competitiveness.

The International Organization for Standardization (ISO) was founded in 1946 in Geneva, Switzerland, where it is still based. Its mandate is to promote the development of international standards to facilitate the exchange of goods and services world wide. ISO is composed of more than 90 member countries. Thousands of organizations throughout the world have quality systems registered to the standard (Besterfield, 2006)

A standard is a document approved by a recognized body, which recommends voluntary rules and guidelines concerning the characteristics of products, processes or methods. Standards promote trade and commerce by transmitting information in a consistent way and permitting comparisons of products and services. Standards can promote product quality, safety and environmental cleanliness. It is useless to comply with a standard if the costs of demonstrating compliance to buyers are prohibitive (Wilson, 2002).

Though voluntary, in real sense standards are now turning to be mandatory as firms are finding it increasingly difficult to trade without them. To compete, firms must continuously improve their performance by reducing cost, innovating products, improving quality, productivity and speed to market. Firms must perform above average in order to have a competitive advantage over their competitors (Ndolo, 2002).

Firms can opt for any of the three generic strategies outlined by Michael Porter. These are Differentiation, Cost Leadership and Focus to achieve this above average performance (Porter, 1985). Each strategy involves a fundamentally different route to competitive advantage, combining a choice on the type of competitive advantage sought with the scope of strategic target in which competitive advantage is to be achieved. Available literature suggests that open trade rewards those who produce the best product with the best designs at the best price. Further those wishing to produce at these standards must follow sound quality management practices. Sustainable differentiation can be achieved from adopting and performing a range of

activities uniquely impacting those that purchase the product or service. (Abassi, 1998).

Standards can be used strategically to enhance competitive position in individual firms. They can raise or lower economic efficiency, promote or block competition and facilitate international trade.

The International Organization for Standardization (ISO) issued improved versions of its ISO 9000 series of models for quality management systems in 1994. These have since been revised in the year 2008. The standards cover key areas of quality policy management, Leadership, product and process design, market research among others.

A significant number of companies in Kenya have been assessed for compliance and Kenya is significantly ahead in the region (Owino, 2001) However, implementation of these standards comes along with underlying challenges for companies adopting them.

1.1.2 The Oil Industry in Kenya

The petroleum industry in Kenya was liberalized in October 1994. This in effect meant removal of government controls and restrictive regulations in the industry while opening the market to competitive forces. In 2001, the number of oil marketers trading in Kenya was eleven (Chepkwony, 2001). In 2007, the number of oil marketers trading in Kenya had risen to twenty six (Petroleum insight, 2008). Most of these new entrants trade only in fuels. This has greatly increased the level of competition in the fuels market and companies have been forced to come up with new strategies in order to survive and grow. As the fuels market becomes more and more competitive, the main oil companies now place more emphasis in related petroleum products like Liquefied Petroleum Gas (LPG) and lubricants. Competition is thus shifting to these products as well. Likewise, some have convenience stores and restaurants. All these are meant to make the customers buying fuel more comfortable in a one stop shopping experience.

Before the petroleum industry was de-regulated, the major players in the market were Esso Kenya, Agip Kenya, BP Kenya, Caltex Oil Kenya, Kenya Oil Company (Kenol), Kenya Shell, Kobil petroleum, Mobil Petroleum and Total Kenya (Murage, 2001). Oil market is today dominated by the major oil companies in Kenya. These

companies are Kenya Shell Ltd, Total Kenya Ltd, Libya Oil Kenya Ltd and Kenya Oil Company (Kenol) Ltd /Kobil Petroleum Ltd (Petroleum Insight, (2008). Oil marketers who have quit the Kenyan market since deregulation are Esso Kenya Ltd, Agip Kenya Ltd, BP Kenya Ltd. and Mobil Kenya Ltd. Caltex Kenya Ltd (renamed Chevron Kenya Ltd) has exited Kenya as well. Chevron has now been acquired by Total Kenya. Other players include National Oil Corporation, Hass, Gapco, Galana and other small companies referred to as “independents”.

1.1.3 Total Kenya Limited.

Total Kenya Limited is part of the Total Group, the fourth largest oil and Gas Company in the world operating in over 100 countries. The Group is involved in all aspects of the oil industry from exploration and production to refining and marketing. It is also strong in the chemicals market. Total has been operating in Kenya since its incorporation in 1955 as OZO East Africa Limited. It initially began operations as Total Oil Products (E. A.) Limited but changed its name to Total Kenya Limited in 1991.

The company has become one of the country’s major oil and gas marketing companies with over one hundred and seventy service stations with a market share of over 27.5 % (Petroleum Insight, 3rd Quarter, 2010). It is currently a brand leader in the Kenyan market. Total Kenya Limited (TKL) is known in the service station network as having a tradition of superior service especially housekeeping, hospitality and attractive conveniently located stations. Motorists have applauded the outlets for reliable and quality products over the years. New services and innovative products such as the Auto Express Service (AES), Auto Clean and LPG Kiosks are being launched continuously. The company is also a clear leader in the Liquefied Petroleum Gas (LPG) retail market. It is also strong in the area of automotive and industrial lubricants. The company recently acquired a fully equipped lubricant blending plant and an in-process analysis laboratory. TKL also operates a Lubricants Testing and Diagnostic Laboratory which offers after sales services to all lubricant customers including advice on lubricants usage and the condition of their equipment. The company is very active in the industrial consumer area, supplying products ranging from specialist solvents and lubricants to the sugar industry, to fuel oil to the brewing, power plants, manufacturing and agricultural sectors of the economy. Special imports according to specific customer requirements

are readily available through TOTAL affiliate companies worldwide. Total Kenya Limited (TKL) with technical backing from Air Total International is a leading supplier of quality aviation fuels at all three major airports in Kenya to large international airlines.

Total Kenya Limited (TKL) has a strong Health, Safety, Environment and Quality Policy. As a founder member of the Petroleum Institute of East Africa, the company strives to have the safety aspects communicated to customers and the public at large. The company is also part of the Oil Spill Mutual Aid Group (OSMAG), an industry initiative to prevent and promptly react to any oil spills that may occur in our environment. The company endeavoured into an ambitious five year project targeting environmental conservation called Total Eco Challenge to help provide a sustainable solution to the deforestation threat posed to the country. Total Kenya Limited was the first oil company to be awarded the ISO 9000 Quality Management System certification for its service station network and customer order delivery processes. This means that the company's retail outlets, depots and other facilities conform to internationally accepted standards of quality and service and ensures that the Total brand delivers consistent quality to its customers. The company takes pride in ensuring that customers come and continue to turn to Total- Total Quality Policy Document (2010).

1.2 Statement of the Problem

Total Kenya Limited like all other organizations is an open system (Ansoff, 1984; Porter, 1985; Johnson and Scholes, 1999). It exists in the context of a complex environment. Despite the complexity of its setting and the dynamic environment in the East African region, it has recorded profitable operations in the region with the share price remaining steady. It is ranked among the top performing firms in the region in the oil industry. Therefore of importance is the sort of management systems that makes this organization continue to strive in such a harsh environment.

Previous studies in the petroleum industry by Isaboke (2001), Chepkwony (2001), Murage (2001), Mbugua (2005), Mwangi (2007) and Swaleh (2007) have focused on fuels marketing and retailing. Njoroge (2006) studied the Liquified Petroleum Gas (LPG) market. Kinoko (2008) studied the competitive strategies adopted by primary lubricant marketers in Kenya and Nyambura (2007) studied the challenges

of post implementation review in the petroleum industry in Kenya. The researcher is not aware of any study on the quality management system implementation in the Company under study. A knowledge gap therefore exists regarding the implementation of the quality management system in Total. This study therefore seeks to close the gap mentioned above by answering the question:

“What factors influence the implementation of ISO 9001:2008 at Total Kenya Limited?” The emphasis on quality management as a new way of managing organizations to improve overall effectiveness and the performance towards achieving world-class status has increased considerably over the past few decades.

Customers recognize that quality is an important attribute in products and services. Suppliers recognize that quality can be an important differentiator between their own offerings and those of competitors (quality differentiation is also called the quality gap) and this is what TKL rides on. In the past two decades, this quality gap has been greatly reduced between competitive products and services. This is partly due to the contracting (also called outsourcing) of manufacture to countries like India and China, as well internationalization of trade and competition. These countries amongst many others have raised their own standards of quality in order to meet International standards and customer demands. The ISO 9000 series of standards are probably the best known International standards for quality management. Principles of a QMS namely customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making and mutually beneficial supplier relationship serve as a guide towards having a “quality” company. (ISO 900:2005, Quality management systems-Fundamentals and vocabulary).

This study addressed the two research areas:

1. To determine ISO 9001:2008 practices in TKL
2. To establish the factors that influences the implementation of ISO 9001:2008 at TKL

An investigation into the factors that influences the implementation of ISO 9001:2008 which was the area of study and the challenges encountered in the implementation was conducted in order to answer these questions.

1.3 Research Objectives

The objectives of the study are:

1. To determine the practices of ISO 9001:2008 in Total Kenya Limited (TKL) and
2. To establish the factors that influence the implementation of ISO 9001:2008 a Quality management system at TKL.

1.4 Significance of the Study

The findings of this study will benefit a number of interest groups. The managers of oil firms may use the research findings and recommendations to position themselves and compete effectively in the market by implementing better systems. It will also make them understand the link between adopted management systems and the organizational performance.

To the government authorities and specifically the Kenyan economy, the oil industry plays a big role in contribution to the exchequer in terms of taxation. Oil companies are among the top tax payers and Total Kenya being among the few multinational in this industry still showing interest to operate in the market, the management systems it uses will be of interest to the government.

It will also clearly benefit the Government in terms of standardization of products. Apart from KEBS which is the only government based statutory body offering training and certification, other companies emerging will increase the effectiveness of QMS.

To the public in general and other players in the Industry, they will gain new insights of the company. Players in this industry will also be able to understand the strategic issues such as sound management systems like those pertaining to quality, safety or environment that they need to address to position themselves more competitively in the environment in which they are operating.

For the investors especially for quoted companies like Total Kenya Limited, the study will give them a better understanding of the quality systems implementation as seriousness in quality issues is bound to result to increased business as customers keep turning to Total and this will lead to better performance and hence better earnings per share.

The study will also help students in enriching their knowledge of the company under study and identify areas of further research. The results of the study can also be used to analyse other management systems and draw conclusions on how quality management systems implementation apply to other sectors.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

In this chapter the following issues that relate to quality, the area of discussion are discussed namely: concept of quality, quality management system, total quality management, ISO 9001, ISO 9000 implementation, factors that influence QMS implementation, what other researchers have written about quality as a competitive tool and the interdependence between the ISO 9001:2008 principles.

2.1.1 Quality Concept

The quality movement spearheaded by management thinkers like the late W.Edward Deming has had an impact on the way organizations perform strategic management in order to remain competitive in the market place. The contemporary understanding of quality has advanced far beyond the earlier reliance of post production procedures (called quality control) to weed out production mistakes. Quality has come to mean an organization wide commitment to enhance the value of a product or service at every stage of bringing it to the market from perceived customer need to post customer service (Mintzberg 1992)

There is an increased upsurge in the focus on standards and quality issues by firms today. We see statements like “ Quality is the most strategic issue facing management in the 1990’s (Fortuna 1990) and many advertisements emphasize a firm’s focus on meeting customer requirements through the adoption of international standards like the KEBS logo being indicated locally. The increased emphasis can be attributed to competition.

2.1.2 Total quality management versus ISO 9001:2008 Quality Management System

ISO 9001: 2008 Quality Management System (QMS) rides on Total Quality Management (TQM). Whereas Total Quality Management is company wide, one

can chose to have ISO 9001:2008 Quality Management System certification and implementation in a particular business units or sections within an organization.

A company's continued success requires repeat business, which in turn, depends upon the customers. A strong customer focus is therefore imperative. Both TQM and QMS is a means to this end, and an attribute of good management. Both are essentially customer-driven. However, TQM takes a total systems view. It links the various business processes to provide a flexible response to customers. TQM approach touches every operation, every individual and every activity. Each is a link with the ultimate purpose: to provide durable satisfaction to the existing and potential customers. Improvement is at the core of TQM mission. It is a continuous process. Its focus is on quality, delivery and cost, as all these affect customers. The thrust of improvement is on the overall customer requirements. What is good ideal for one function or a part of the system may often impact the performance of the system, as a whole.

The alignment of business processes with the goal of customer satisfaction is essential for the company's success. TQM aims at improvements both in the business process and the functional process. TQM calls for a change in the style of management. The style requires the conversion of management from being an expert protector of function to a facilitator and barrier eliminator. Senior management works to support middle management and frontline workers. Forging company consensus on total quality is the long-term vision. The successful implementation of the vision will transform the company's organizational structure into a horizontal management committed to total customer satisfaction. The proof of success will be the company's position in tomorrow's market place.

TQM require six basic principles namely, a committed and involved management to provide long-term top –to-bottom organization support, an unwavering focus on the customer, both internally and externally, effective involvement and utilization of the entire work force, continuous improvement of the business and production process, treating suppliers as partners, and establish performance measures for the processes. TQM has been described as a shift in thought patterns (Spenser, 1994) or “thought revolution” in management (Ishikawa, 1985) when referring to the management of

an organization. As Wood and Peccei (1995) stated, TQM is widely agreed as a way of managing organizations with the notion to enhance employees' attitudes.

Quality practitioners such as Deming (1986), Crosby (1979), Juran (1991) and Feigenbaum (1983) have written much on the idea of TQM philosophies and methods. Surprisingly, a limited amount of rigorous research has been done towards identifying the critical success factors and the challenges to implementation of TQM programmes in organizations in less developed countries. Despite the attention given to TQM in real-world organizations, relatively little academic research has addressed the topic. This is unfortunate given the need of organizations to understand the complex implementation issues surrounding TQM. Recently, Robinson et al. (1992) issued a plea to academics in production and operations management to pay more attention to TQM.

2.1.3 ISO 9000

ISO 9000 is an International Quality Management System (QMS). It is a system which organizations implement in order to ensure the provision of Quality Products and Quality Services to customers. The objective of maintaining the ISO 9001:2008 system is to guarantee the provision of quality products and quality services to customers in line with International Standards. It also helps us to achieve: customer satisfaction, customer loyalty and hence higher sales, minimized wastage and hence improved efficiency, compliance with legal requirements, continuous improvement through regular audits and reviews, better control of processes through documentation of procedures.

The ISO certification terms require certified firms to conduct regular internal audits at all sites in order to ensure continuous compliance. The certifier conducts regular external audits (Bi-annually) at selected sites to ensure continuous compliance by TKL to the systems requirements. The ISO 9001:2008 Quality Management System is based on the process approach where processes are properly controlled to ensure quality outputs to the end customer. The system groups all processes in the company into five categories as follows: documentation control, resource management, management responsibility, product realization and measurement analysis and improvement. The ISO 9001:2008 quality management system is based on eight principles as follows: customer focus, leadership, involvement of people, process

approach, system approach to management, continual improvement, factual approach to decision making and mutually beneficial supplier relationship.

2.1.4 Quality Management System ISO 9001:2008 Implementation

After registration of ISO 9000, this is just the beginning. Implementation begins right after and both the certified firm and the accreditation body become long term partners in the implementation process. (Johnson, 1993) At least twice in an year, the certified firm has to undergo some surveillance audit from the external auditors who check on the successful implementation of the QMS and also internal auditors have to audit at least once annually.

Quality management system requirements for both certification and implementation are quite many and involving. Documentation is very significant to ISO 9000 requirements for purposes of planning, operation and controlling the various processes. For everyone involved in the implementation of the procedures, policies and ensuring records are as stipulated in the requirements, it is quite some work. These documents have to be reviewed, updated, stored and disposed off in an orderly manner for successful implementation of the QMS.

Other areas to be put in place in the implementation are: Quality manual that will indicate the scope of the QMS. Quality Management System adopts a number of management principles that can be used by upper management to guide their organizations towards improved performance. The principles are: Customer focus, Leadership or management responsibility with clear responsibility, authority and communication, Involvement of people, Process approach, System approach to management, continual improvement, Factual approach to decision making, and mutually beneficial supplier relationships. (ISO 9000:2005, Quality Management Systems-Fundamentals & vocabulary) Top management without whom it is impossible to implement QMS must remain involved in the continuous process motivating the staff in the quality discipline. According to BVQI (2002) registration and implementation of the QMS is easy to attain and maintain as long as the QMS remains consistent with the standard. The commitment of the managing director to QMS implementation must be emphasized. This study addresses the two research

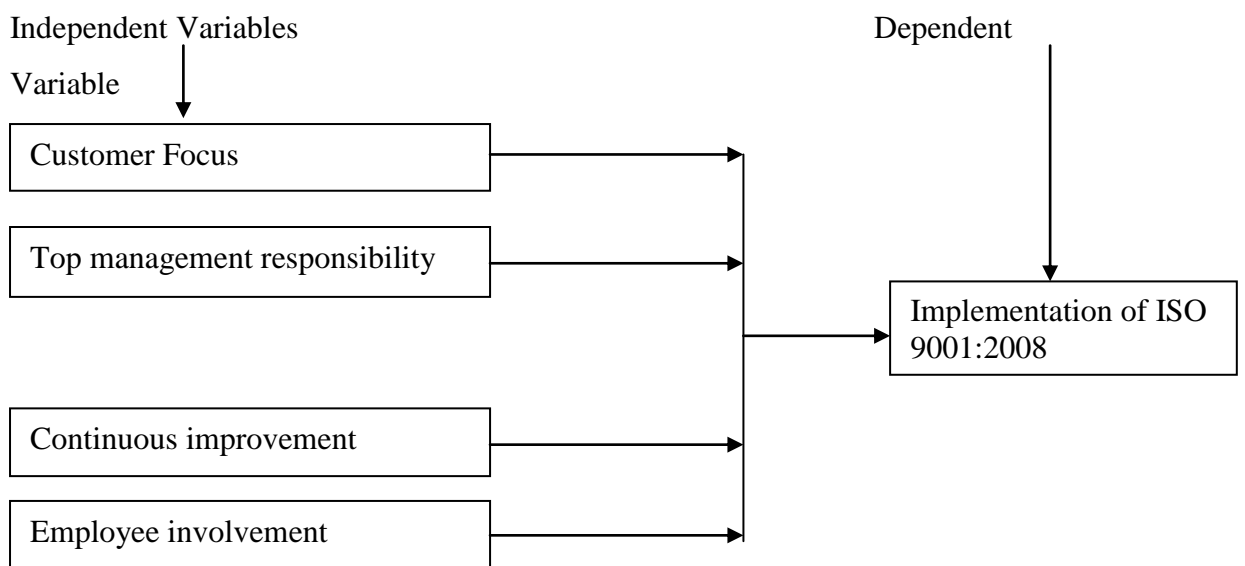
questions: Determine the ISO 9001:2008 practices in TKL and establish the factors that influence the implementation of the quality management system at TKL.

2.1.5 Factors that Influence QMS Implementation

According to ISO standards, there are eight quality management principles namely Customer focus, Leadership, Involvement of people, Process approach, System approach to management, Continual improvement, Factual approach to decision making and Mutual beneficial supplier relationships that an organization must consider in the implementation of a quality management system. However, the most cited components of quality system are continuous improvement, customer satisfaction, empowerment, and top management responsibility (Dean and Bowen, 1994; Anderson *et al.*, 1994; Hartline and Ferrel, 1996; Juran, 1989; Deming, 1986).

To understand a Quality management system implementation, one has to understand the relationship between these variables. Figure 1.1 shows this interdependence.

Figure 1.1: Dependent versus Independent Variables



Source: Author (2010)

2.1.5.1 Customer Focus

Customers recognize that quality is an important attribute in products and services. Suppliers recognize that quality can be an important differentiator between their own offerings and those of competitors (quality differentiation is also called the quality gap). In the past two decades, this quality gap has been greatly reduced between competitive products and services. This is partly due to the contracting (also called outsourcing) of manufacture to countries like India and China, as well internationalization of trade and competition. These countries amongst many others have raised their own standards of quality in order to meet International standards and customer demands. The ISO 9000 series of standards are probably the best known International standards for quality management. (Deming, 1986; Juran, 1989) The customer is at the centre of all what we do. He is at the heart of our operations and is the main reason why we are here. This principle emphasizes the fact that ISO certified organizations appreciate that they fully rely on their customers to meet their business objectives. Therefore, organizations must understand customer needs, meet customer requirements, and exceed customer expectations.

Being customer focused means ensuring that customer requirements are determined and met with the aim of enhancing customer satisfaction by providing products / services that are useful and relevant for your existing and potential customers. It reflects the culture of a service and an organization that aims to find out what is important to their customers. It also means that people are offered choice in the type of products and/or services that are being provided for them and the way in which products and /or services are provided. It is generally assumed that customer specifications are contained in the orders they place. The process is much more complex argues Lai, as implied needs may not be included in the order. Quality awareness must begin when the customer requirements have been identified and this conscious effort must continue through the value chain if the organization is to eventually meet the customer needs. ISO 9000 can be used as a tool to manage the process leading to competitive advantage (Kioko, 2002) Customer satisfaction is largely dependent on continuous improvement and empowerment. Continuous improvement is required in order to satisfy customers' varying needs, while empowerment is necessary for bringing the decisions closer to the customers. Organizations' and their suppliers should be interdependent and mainstreaming

customers in business planning to ensure the ability of both to create value and quality leading to the satisfaction of customer requirements and needs. Today's customer is quite discerning and spoilt for choice and the only way to remind them where to turn is through the provision of quality service especially in the oil industry where there is no much difference in the products different oil companies offer i.e Super, diesel, kerosene is the same but services are different.

Quality Management Systems (QMS) can assist organization in enhancing customer satisfaction. Customers require products and/or services with characteristics that satisfy their needs and expectations. These needs and expectations are expressed in product and/or service and collectively referred to as customer requirements, which may be specified contractually by the customer or may be determined by the organization itself. In either case, the customer ultimately determines the acceptability of the product and/or service.

ISO 9001 encourages organizations to analyze customer requirements, define the process that can contribute to achievement of a product and/or service that is acceptable to the customer, and keep these processes under control, hence providing a framework for continual improvement to increase the profitability of enhancing customer satisfaction and the satisfaction of interested parties. This enables organizations to create confidence to its customers that it is able to provide products and/or services that consistently fulfil requirements hence effective focus (TKL, 2008). Being customer focused means providing products and/or services that are useful and relevant for your existing and potential customers. The main purpose of focusing on customers is to improve the products and/or services offered and the quality of life in one's area. This approach also ensures that organizations are clear about who they are providing products and/or services for, and why and how they are providing them (TKL 2008).

Top management should ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction. Organizations need to determine the requirements specified by the customer including the requirements for delivery and post delivery activities, requirements not stated by the customer but necessary for specified or intended use where known, statutory and regulatory requirements related to the product and any additional requirements determined by

the organization. Organizations should determine and implement effective arrangements for communicating with the customers in relation to; product and service information, enquiries, contracts or order handling including amendments, customer feedback including complaints, controlling of design and development of product and/or service both during design and development inputs, design and developing outputs and development of review stages to identify any problem and propose necessary action including verification, validation and develop changes (TKL 2008). The implementation of quality management system in TKL enables the company to achieve better results in this area.

2.1.5.2 Top Management Responsibility

The role of top management is critical for quality success (Deming, 1986; Juran, 1989). They are the primary internal change agents for quality improvement, as they shape organizational values and establish managerial structure and actually bring about change. Top management commitment will lead employees at all levels to invest time and effort in the change programme, in the quality management system, if that programme has the full and credible support of top management (Cole et al., 1993; Krantz, 1989). Deming (1986) argues that management is responsible for more than 90 per cent of quality problems. In order to be able to deliver the desired quality, top management should provide the necessary resources or inputs to the people that are directly involved in producing products and providing services. This input includes the necessary resources, a fitting culture and structure, a fair reward system and the necessary skills that can be acquired through training. Managers are consequently responsible for most problems. They should therefore alter their input in order to prevent defects and facilitate improvement.

This principle is based on the fact that successful organizations are the ones that are well lead. ISO certified organizations rely on leaders. Therefore, Leaders must establish a unity of purpose and set the direction the organization should take, Leaders must create an environment that encourages people to achieve the organization's objectives. At TKL this is achieved via a well established and organized leadership structure and well documented policies, procedures, guidelines and general and individual objectives (KRA's).

Top management need to create an enabling environment where people are fully involved in a Quality Management System (QMS) for it to operate effectively. Top management need to; establish quality objectives of the organization, promote the quality policy and objectives throughout the organization to increase awareness, motivation and involvement, ensure focus on customer requirements throughout the organization, ensure that appropriate processes are implemented to enable requirements of customers and interested parties to be fulfilled and quality objectives are achieved, ensure that effective and efficient quality management system is established, implemented and maintained to achieve these quality objectives, ensure the availability of resources, review the quality management system periodically, decide on actions regarding the quality policy and quality objectives, decide on actions for improvement of the quality management system (TKL policy document 2008).

Top management shall provide evidence of its commitment to the development and implementation of the quality management system and to continually improving its effectiveness. For example through opening and closing meeting in all management review meetings. The responsibilities and authorities should be defined and communicated within the organization. Corporate leaders must ensure that appropriate communication processes are established and that communication takes place regarding effectiveness of the QMS, including the reviewing of the organization's QMS at planned intervals to ensure its continuing suitability, adequacy and effectiveness that will lead to identifying and assessing the opportunities for improvement (Coughlan and Anderson, 2004).

2.1.5.3 Continuos Improvement

Bessant *et al.* (1994) defined Continuous Improvement (CI) as a company-wide process focused on continuous incremental innovation sustained over a long period of time. Being essential for meeting customers' varying needs, CI is considered an integral part of quality (Deming, 1986). The organization shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective action, preventive action and having management review. (ISO 900: 2005 Quality management systems-fundamentals and vocabulary)

This principle is based on the fact that organizations are more efficient and effective when they continually try to improve. In other words, the sky is the limit as far as getting better and better is concerned. ISO certified organizations are expected to make a permanent commitment to continually improve their overall performance. At TKL, continual improvement is achieved through prompt execution of corrective and preventive actions whenever a non conformance (or non-compliance) to documented policies, procedures and guidelines is detected. Detection of non-conformances is a continuous process via internal and external audits, management reviews and individual appraisals.

To ensure continuous improvement on the quality management system, TKL sets quality objectives per section and through various audits ensures the company respects statutory and regulatory requirements related to the products e.g. no contamination. TKL has developed additional services like the top service in view of controlling service provision and to validate service provision. The management gives people the time, resources and training needed to ensure there is continuous improvement. Through conducting internal audits, control of non conforming products, taking of preventive and corrective actions, continuous improvement is ensured in the ISO implementation process. (TKL policy document 2008).

Quality based organization strives to achieve perfection by continuously improving the business and production processes. Improvement is achieved through viewing all work processes, making all processes effective, efficient and adaptable, eliminating waste and rework wherever it occurs, innovating to achieve breakthroughs among others. Quality concept requires a thorough understanding of the systems and processes in an organization. It also requires a system thinking-understanding how my job is influenced by those before me in the process and how my work and decisions affect those who come after me in the process. There is always room for improvement and every employee is held responsible for finding and making those improvements. (Besterfield, 2006)

2.1.5.4 Empowerment and Employee Involvement

Empowerment has been described as a means to enable employees to make decisions (Bowen and Lawler, 1992). Empowerment is also essential to pursue external customer satisfaction (Sitkin *et al.*, 1994), for external customers cannot be satisfied, if those who serve them have no authority to respond to their needs. Empowerment should be rooted in the culture and structure of the organization. People's co-operation and involvement allows for their abilities to be fully and effectively used for the organizations benefit. (ISO 900: 2005 Quality management systems-fundamentals and vocabulary).

This principle emphasizes the fact that the most important resource in any organization is its Human Resource and the organizations rely on people. As such, organizations must encourage the involvement of people at all levels, organizations must help people to develop and use their abilities. At TKL this is achieved through the Human Resources Policies. Without the provision of necessary resources and empowering employees, implementation of ISO 9001:2008 will be impossible. Management must provide financial resources, time, good working environment and infrastructure to facilitate this.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the type of research design that was used and why it was appropriate. It also highlighted the data collection methods and how data was analyzed.

3.2 Research Design

This research was by way of a case study of Total Kenya Limited. A case study allows researchers to understand the nature and complexity of the process that is taking place and answer the 'how' and 'why' questions (Mugenda and Mugenda, 2003). According to Kothari (1990), a case study is a powerful form of qualitative analysis. It involved an in-depth investigation of the firm's Quality Management System. The choice of TKL is based on the fact that it has continued to carry out profitable operations in Kenya over the years in spite of the constantly changing Kenyan business environment with many companies in the oil industry choosing to quit this market. This qualitative research gives clues to the thinking of the population under study in this case employees of Total Kenya Limited. Therefore, a case study was considered for this study since it brought to light the specific details that the study was seeking to find out in a more accurate way. Moreover, this study generated new ways of implementing QMS and its sustainability. In addition, suggestions on improved ways of implementing QMS arose.

3.3 Data Collection Method

Primary data was collected through open ended interviews. In this case informants were guided through the interview by being asked predetermined questions so as to have an opportunity to clarify issues and gain any new relevant information for the success of the study. Secondary data was obtained from published journals in the oil industry for example the Petroleum Insight Journal, Total's intranet site and various organizational procedures. According to Kothari (1990), a research has to take precaution before using secondary data and that researcher must always ensure that the data is reliable, suitable and adequate. The same type of instrument was used in similar researches done earlier by, Murage (2000), Chepkwony (2001), Isaboke (2001) and Mwangi (2007).

3.4 Informants

The information was gathered from the ISO team in the organization under study. An identical interview guide was administered to all the informants. This ensured that significant response variations were captured during data analysis and given appropriate interpretation.

3.5 Data Collection Method

Data collected was analyzed using content analysis. This is a set of procedures for collecting and organizing non structured information into a standard format that allows one to make inferences about the research objectives. Data was solicited from the ISO team and was analyzed by comparing them with the theoretical approaches cited in the literature review in an attempt to get more revelation on how Total Kenya limited has implemented the quality management system.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter discusses data analysis, findings and discussions.

4.2 The Informants

The study sought to interview the Company's ISO team which consists of the quality manager and the ISO internal auditors. The quality manager is responsible for the QMS implementation in the company and ISO internal auditors ensure the system is implemented at the service stations, depots and head office. The Quality Manager is a QMS lead auditor with a master's degree in Business Administration. He has been responsible for QMS implementation at TKL for the last three years. After collecting the information using an interview guide, the information was analyzed using content analysis.

4.3 The Practices of ISO in Total Kenya Limited

This QMS implementation in TKL describes the fundamental policies of Total Kenya Limited in reference to ISO 9001:2008 international standard. The QMS covers all the relevant clauses of ISO 9001 quality system and is applicable to: - Storage, handling and distribution of petroleum products, LPG and accessories and Lubricants Diagnostic Laboratory.

The various chapters of this QMS give an outline of how the implementation of ISO 9001:2008 international standard is met within Total Kenya Limited. The Quality Manager has to ensure that Quality Management system in place is working and achieves product and service of the highest standard that meets and exceeds customer requirements. The Quality Manager (QM) has prepare presentation for Quality Management Review Meeting for the year and host the meeting accordingly. He has to review and update TKL Quality Policy Manual, Quality Procedures Manual & selected TKL Operating Procedures, circulate revised documents and obtain comments from stakeholders and approvals in readiness for bi-annual audits done by the certifier to the ISO 9001:2008 Standard. He has also to review and update Total Service Station (TSS) Quality Policy Manual, Quality Procedures Manual & Work Instructions Manual, circulate revised documents and obtain

comments from stakeholders and approvals in readiness for the bi-annual audits to the SO 9001:2008 Standard. Besides he has to conduct Root Cause Analysis and coordinate execution of Corrective Actions on all the external surveillance audit Non Conformance Report's (NCR's) raised by the external auditor during the surveillance. Also he must conduct Root Cause Analysis and coordinate execution of Corrective Actions on the entire internal audit NCR's raised by TKL internal auditors during the annual internal audits.

4.4 Factors Influencing QMS Practices and Implementation in Total Kenya Limited

4.4.1 General Requirements

Total Kenya Limited has established documented, implements and maintains a Quality Management System and continuously improves its effectiveness in accordance to the requirements of ISO 9001:2008.

The processes needed to support this system and its implementation throughout the organization is defined in the body of TKL procedures and together with the policy constitutes the documented quality system. Sequence and interaction of processes are defined within these procedures. TKL quality system processes are divided into two broad categories:

Core processes – Where a customer directly interacts with TKL. These include but not limited to contract review, order receipt & processing and product distribution.

Support processes – Those that support the core process. These include but are not limited to staff training, procurement and product storage.

The provision of information and resources required to support these processes are the responsibility of the manager assigned the respective procedure. Further, the responsible managers are assigned to, monitor measure and analyze the process and take action that will achieve the planned results and continuously improve these processes.

4.4.2 Documentation Requirements

The company's Quality Management System comprises the following documentation: Quality Policy and objectives Statement which outlines the Top Management the company's commitment to quality. The Quality Policy Manual is a document outlining actions TKL commits to or pledges to take in compliance with the requirements of ISO 9001:2008 Quality Management System Standard. The company has also established procedures for control of documents and control of records that ensures proper documentation is maintained for the QMS implementation.

4.4.3 Management Responsibility

The TKL management meets at least once annually for the purpose of renewing the corporate commitment to the development, implementation and improvement of the Quality Management System. This shows the management commitment to QMS implementation. The TKL management ensures that customer needs and expectations are fulfilled with the aim of enhancing customer satisfaction by understanding the needs and expectations of its customers, communicate the requirements throughout the organization, and continuously improve to satisfy customer requirements. The TKL management has stipulated the quality policy of the organization. This Policy is signed by the Managing Director showing his commitment to the QMS and is continuously reviewed to ensure its suitability. The policy statement is displayed at all the company sites.

The TKL management has established quality objectives, including those needed to meet product requirements at all relevant functions and levels within the organization through a performance management system based on identification of key result areas (KRA system). These objectives are consistent with the company's quality policy, vision and mission statement and the commitment to continual improvement. The achievement of these objectives is measurable. TKL quality objectives are to maintain Quality Management System consistent with the requirements of ISO 9001:2008, on time delivery of products free from defect or any contamination, to be innovative and anticipate the company's customers' future needs and develop ways of meeting those needs and to be competitive by

maintaining cost control and efficiency. The researcher established that the managing director is the Chief Executive of TKL and has the sole responsibility of approving all the quality objectives. The managing director oversees the quality management activities and operations of TKL. The researcher noted that it is the responsibility of the various Heads of Departments to translate the company global objectives to measurable departmental and lower level objectives. They appraise their staff against these objectives.

4.4.4 Human Resources & Administration

Resources is a key variable to the QMS implementation and the employees have to be involved and empowered for QMS implementation to be effective. To this end the researcher established from the informants that the company human resource department recruits and retains competent staff, has developed and implements programs to ensure staff career growth and motivation, maintains staff discipline by implementing Total group code of conduct, has developed activities to promote teamwork amongst the staff through team building activities and coordinates continuous training programs to enhance the skills of all staff.

4.4.5 Product Distribution

QMS implementation is dependent on how product is distributed to customers to ensure the quality meets the customer requirements. To efficiently receive, store, and dispatch products, there are quality checks at each stage that the product is received from when the crude is received, processed product is received at the depots and finally when receiving at the customer's site. In all this, the company through the distribution system ensures safe and timely delivery of products in order to satisfy customer needs, promptly attends to customer complaints and inquiries and advice the relevant sections.

4.4.6 Marketing to Ensure Customer Focus in the Organization

The researcher has established that the marketing department has an important role in QMS implementation in TKL. The department develops the market and formulates customer focused policies for Network and consumer business for main products. They formulate and determine sales objectives, strategies and targets for Network and General Trade market. The Commercial development such as diversification, the administration of convenience shops at TKL service stations and operation of the Bon voyage fleet card for the maximum satisfaction of our customer is also done by the marketing to ensure proper QMS implementation. Customer care including the handling of customer complaints, marketing services such as promotions and market research activities are also geared towards a customer focused system. Quality programs such as monthly quality checks by the territory managers are all geared towards QMS implementation.

4.4.7 Continuous Improvement

To ensure continuous improvement is achieved in the organization , the researcher established that the firm through the QMS internal audit department continuously develop improvement action plan for Health, Safety, Environment and Quality, Implement Health, Safety, Environment and Quality Management Systems and continuously ensure their effectiveness. The department also ensures effective implementation of HSEQ programs at all theTKL installations and conduct systems audits. Training on quality related issues such as offloading procedures are also provided by this department.

The department also ensures that the processes needed to meet the Quality Objectives are established, implemented and maintained. The quality manager has responsibility of reporting to top management on the performance of the Quality Management System and any need for improvement. He also ensures the promotion of awareness of customer requirements at all levels of the organization. It is the QM's responsibility to monitor the effectiveness of the Quality System through organized audits. In liaison with external agencies such as consultants, trainers and certification bodies, the quality manager ensures implementation of the QMS.

Management Review of the quality system ensures continued suitability, adequacy and effectiveness of the QMS implementation. The TKL head office management review meeting is held at least once in a year. Various TKL sites also hold management reviews covering the relevant scope to their activities. Records of such meetings are forwarded to the Quality manager. The managing director chairs the management review meetings and ensures follow up action as assigned to the various members. This shows the commitment of the top management to continuous improvement of the QMS. It is in the management review that the following are discussed Internal/External Quality audit results, feedback from customers including complaints, process performance and product conformity, status of preventive and corrective actions follow up actions from previous management review meetings, Changes that could affect the Quality Management System and any recommendations for improvements.

Through the management review meetings the management is able to take decisions related to Improvement of the effectiveness of the Quality Management System and its processes, Improvement of product related to customer requirement, Resources needs

The results of management reviews are documented and the implementation ensures continuous improvement of the QMS.

4.5 Key Benefits From QMS Implementation

The QMS implementation guarantees the provision of quality products and quality services to customers in line with International Standards. It also helps the organization to achieve, customer satisfaction, customer loyalty and hence higher sales, minimized wastage and hence improved efficiency, compliance with legal requirements, continuous improvement through regular audits and reviews and better control of processes through documentation of procedures

4.6 Discussion

The findings indicate that the QMS implementation in TKL is quite on course with high levels of awareness of the quality system among staff being very high. There is also good management support at the top with all the heads of department really supporting the system. This is witnessed in the staff meetings held twice annually

where the managing director really emphasizes the importance of the quality management system as a pillar in the strength of the Total brand. He also emphasizes the need for every single employee to know the vision and mission of the company and relate with how each individual job contributes to the achievement of the company mission.

However, some middle level management still need to improve on their attitudes as they still view the quality system as issue for the quality department instead of embracing the system and giving it the importance it deserves.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this section we cover summary discussion, main findings, draw conclusions and make recommendations.

5.2 Summary

The study found that awareness of the ISO 9001:2008 quality management system that is in place in the organization is very high. Majority of the employees were found to be very committed to the quality management system implementation and have their various procedures well in place. The quality management system in place was found to be working and is achieving product and service quality that meets customer requirement. The company was found to be in the process of getting certification of the ex-Chevron sites certified to ensure the whole organization implements the quality management system.

The main motive for implementing a quality management system was found to improve organizational effectiveness in terms of having a systematic approach to meeting quality and company goals leading to competitive advantage, improved performance and enhanced customer trust and loyalty. It also leads to enhanced image with the regulators.

5.3 Discussion

The objective of the study was to determine ISO 9001:2008 practices in Total Kenya Limited and to establish the factors that influences the implementation of ISO 9001:2008 at TKL. Implementation of the ISO 9001:2008 is very involving as the company has to keep undertaking both internal audits and external audits of the QMS. Achieving the QMS implementation requires the support of everyone involved in the system and especially the top management.

The informant highlighted that the actual benefit of QMS implementation is actually being realized in the company under study. However, a few issues need to be addressed in order to ensure the company reaps more benefits and the system continues to be in place in the future especially with the now big organization after the acquisition of the Chevron in the recent past.

The available resources mainly human resources need to be improved and numbers increased if the system has to be effectively implemented at the head office, network service stations and depots throughout the country. Otherwise, the ISO team is quite overwhelmed especially whenever there is preparation of surveillance audits or recertification of the QMS system by the certifier.

The company also has not been conducting lost business analysis especially in areas there are recurring non conformances. This should be addressed as otherwise the company may end up losing customers which goes against customer focus principle as well as continuous improvement .

5. 4 Challenges Faced in QMS Implementation

The main challenge cited during the ISO 9001:2008 implementation is poor attitude of some staff towards ISO as they feel it is too much work. Besides, some staff feels the ISO implementation should really be the quality's department responsibility as they are already overwhelmed by their other work.

The above observation indicate the level of impatience of some staff without realizing that QMS implementation can never be achieved by one department as long as it is a system that is for the whole organization.

In terms of way forward, there seems to be need for more awareness of the system in terms of implementation and the benefits of the QMS system. Besides a change of attitude and a shift in traditional kind of culture will be necessary through more team building sessions so that each person can clearly understand what is it in QMS for them.

5. 5 Conclusions

Based on the results of the study and the analysis that followed, certain conclusions have emerged. Everyone in the organization is well aware of the ISO 9001:2008 system that is in place in the organization. However, because of high staff turnover at the service station level, the organization has to keep on training continuously to ensure that new staffs understand what ISO 9001:2008 implementations involves. This is quite expensive.

The office staffs with negative attitudes also have to be brought on board through the team buildings, being encouraged to work with quality department so that they appreciate what implementation of the QMS system involves.

From the research, quality has been again inferred to be very important for the firm to be competitive especially in this challenging environment. Evidence shows that overall quality has improved in the organization under study with the implementation of the QMS ISO 9001:2008 system.

5. 6 Recommendations From the study

It is clear from the study that we determined the ISO 9001:2008 practices in Total Kenya Limited and we established the factors that influence the implementation of the quality management system in Total Kenya Limited. The research indicates the need to have more staff to help out in the implementation stage as the company is now very big and the areas where the ISO system is implemented many. To avoid burning out for the ISO team, the management must look into this and add more employees.

The research indicates that factors that pose a challenge to implementation such as poor attitude, too much paper work are linked to bad attitude and lack of understanding of the link between each individual's job and the QMS implementation. The frequent team buildings sessions and attachment to the quality department should help iron this out.

5. 7 Recommendations for Further Research

Due to the fact that ISO 9001:2008 implementation requires participation and appreciation of the system by all employees , it is recommended that further research be carried out with the same objective but bring in the aspect of managing growth. ISO implementation is very involving as it is and with a very huge firm and same number of quality experts, it can be a daunting test to implement the system and reap all the benefits that comes with it.

5. 8 Limitations of the Study

The study faced some limitations. The informants who were the ISO team in the organization were found to be very busy as around this time the company was busy preparing for the certification audit of the ex-chevron sites which had not implemented the system before. This meant interviewing the ISO team well past the working hours and also on phone to get the details needed for this research.

The research is based on self reported information from the ISO team and hence there is risk of bias.

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ISO 9001:2008 *Quality Management System requirements* (The Standard used for registration by demonstrating conformity of the QMS to customers regulatory and the organization on requirements.

www.total.co.ke

www.iso.org

www.ansi.org

APPENDICES

Appendix 1: Letter of Introduction

Dear Respondent,

RE: MBA Research Project

I am a post graduate student at the University of Nairobi doing a research as part of the requirements for the degree of Master of Business Administration (MBA).

The research proposal aims at studying Quality Management System implementation at Total Kenya Limited. The objective of the study is to investigate on the implementation of Quality Management System at TKL

The information collected will be used only for academic purposes and will be treated confidentially. Your name will not be mentioned in the report. Where possible a copy of the research project will be availed to you on request.

Your assistance and cooperation will be highly appreciated.

Kungu Patricia W.

MBA Student

Appendix 2: Interview guide

IMPLEMENTATION OF ISO 9001: 2008 (QUALITY MANAGEMENT SYSTEM) IN TOTAL KENYA LIMITED

Section A: Profile about the informants and general company information

1. Which department do you work? _____
2. What is your job title? _____
3. What are your main responsibilities? _____
4. Does Total Kenya Limited have a vision statement? _____
5. Does Total Kenya Limited have a mission statement? _____
6. Does Total Kenya Limited have a Health, Safety, Environment and Quality Policy Statement? - _____

Section B: The practices of ISO in Total Kenya Limited

1. Is Total Kenya ISO certified? _____
2. What areas are covered in ISO in Total (K) Ltd? Please explain. _____
3. What is your understanding of the term ISO 9001: 2008 Quality Management System? _____
4. What are some of the quality objectives you have in your current position? _____
5. Who sets these objectives? _____
6. Do you have documented procedures? _____
7. How often do you review your objectives? _____
8. How are these objectives evaluated or measured? _____
9. Do you have work instructions in place? _____
10. Do you have management review meetings? _____
11. How often do you hold management review meetings? _____
12. Is there an agenda for the management review meetings? _____
13. What plans have you put in place to achieve set objectives? _____
14. Are you aware of the company wide quality objectives? If yes, what are they? _____

15. How does your department/section quality objectives compare with the wider organizational quality objectives? _____
16. Is the CEO in the forefront in providing leadership in the quality policy and quality objectives formulation? Please explain. _____
17. What measures has the organization taken in terms of ensuring that the customer requirements are taken care of? Please explain _____
18. How often are you audited on ISO? _____
19. Is there a plan in place for these internal audits? If yes, is the plan known by everyone in the department? _____
20. Do you have records of previous ISO audit results? _____
21. Has corrective action been taken on issues raised in the ISO audits? _____
22. Have preventive measures been put in place to ensure issues raised do not recur?

23. How do you monitor customer satisfaction? _____
24. Is there a customer complaints record? _____
25. How soon are customer complaints resolved? _____
26. Are you aware of customer satisfaction surveys being conducted? _____
27. Does the department conduct user opinion surveys? _____
28. Does the department conduct lost business analysis? _____
29. In terms of measurement and analysis, how do you ensure the product conforms to requirements? _____
30. How do you ensure there is proper preservation of product? Please explain. _____
31. Do you have records to provide evidence of compliance of your products to requirements? Please explain _____
32. In your opinion, are the available resources (financial, IT, human resources, materials, infrastructure, work environment) adequate for the sustenance of the Quality Management System in Total? _____
33. In your opinion, what benefits does TKL acquire from having ISO certification? Please explain _____
34. What measures has the organization taken to avail enough resources to enable it sustain a working Quality Management System? _____
35. Do existing policies and procedures pose any challenges to QMS sustenance? Please explain _____

Section c: Factors influencing QMS practices and implementation.

1. What measures have been taken to minimize the adverse effect on QMS sustenance? _____

2. Do you have a procedure in place for:-
 - a. Reviewing non conformities (including customer complaints)
Yes () No ()

 - b. Determining the cause of non conformities
Yes () No ()

 - c. Evaluating the need for action ensure that non conformities do not recur
Yes () No ()

 - d. Determining and implementing action needed
Yes () No ()

 - e. Records of results of action taken
Yes () No ()

 - f. Reviewing the effectiveness of the corrective action taken and preventive action taken
Yes () No ()

3. What challenges are you facing in maintaining ISO registration? Tick as appropriate.
 - a) Management support is lacking ()

 - b) Surveillance costs is high ()

 - c) Staff turnover leading to QM System failure ()

 - d) Lack of support by Kenyan consumers ()

e) Lack of training ()

f) Others (Please specify) ()

4. What do you feel can be done to improve acceptance of the ISO 9000 Quality Management System in the organization? Please explain_____

Do you have an organization structure in place? Is the reporting structure known by every employee? _____