

**THE INFLUENCE OF TOTAL QUALITY MANAGEMENT ON
HUMAN RESOURCE PLANNING PRACTICES AT KENYA
REVENUE AUTHORITY**

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DECLARATION

I declare that this management research project is my own original work and has not been submitted for a degree in any other University.

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

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DEDICATION

To my class mates the entire class of 2011, your encouragement has put me to this level.

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ABSTRACT

There has been an assumption that Human resource planning and total quality management are not related but recent notions have since dispelled this misconception. Environmental pressures to change, for example, turbulent market conditions and heightened competition, and the need for reform have left organizations with little choice to introduce novel approaches in human resource planning. Human Resource planning and total quality management in every company. This article tries to show how the Human Resource Planning practices are affected with Total Quality Management and what is needed to be improved for implementing Total Quality Management in any company.

This study considers eight Total Quality Management practices, which are those that are most commonly identified in the literature as enhancers of Total Quality Management. We try to collect the results of these studies as a comprehensive article.

Total quality management is a philosophy of management that attempts to maximize the competitiveness of an organization through the continual improvement of the quality of its products, services, people, processes and environments. Total quality management has evolved from many different management practices and improvement processes. It touches the entire organization rather than just trying to inspect the quality of products and services after they are complete, Total Quality Management instils a philosophy of doing the job from the beginning. Implementation of The Total Quality Management process requires an organizational culture and climate that are often non-existent and processes involved

are at times intimidating it might take up to ten years to realize the results of total quality management.

Effective implementation of Total Quality Management requires statistical control systems, operational Management and human skills and functions. For the most part the principal contributions to the analysis of Total Quality Management and its operation have come from thinkers in the Operations Management area leading to ignoring of the Human Resource Management (HRM) characteristics. And many of the problems arising in implementation of Total Quality Management appear to have been those relating to Human Resource (HR) issues such as management style, attitudes and culture hence the limitations of Total Quality Management can be at least partially attributed to the neglect of human resource policies in the organization and a failure to align the HR policies with Total Quality Management to ensure integration. These issues are apparent from most reports and research this has led to a shift in emphasis to human resources within the quality area and the growing interest of personnel specialists.

This study was to identify the influence of total quality management on human resource planning practices at Kenya Revenue Authority. Kenya Revenue Authority being one of the best run state corporations in Kenya in human capital and dynamism it was a perfect tool for an effective study in this under explored sector since it was one of the first state corporations to Introduce Total Quality Management.

ABBREVIATIONS AND ACRONYMS

BOD - Board of Directors

CSR-Corporate Social responsibility

HR -Human Resources

HRD-Human Resources Department in Kenya Revenue Authority

HRM-Human Resource Management

HRP- Human Resource Planning

ICT - Information and Communication Technology

QM-Quality Management

KRA - Kenya Revenue Authority

KRATI - Kenya Revenue Authority Training Institute

TQM-Total Quality Management

VAT - Value Added Tax

SDC- Senior Deputy Commissioner

DC- Deputy Commissioner

PPOA-Public Procurement Oversight Authority

RBA-Retirement Benefits Authority

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Total quality management is a philosophy of management that attempts to maximize the competitiveness of an organization through the continual improvement of the quality of its products, services, people, processes and environments. Total quality management has evolved from many different management practices and improvement processes. It touches the entire organization rather than just trying to inspect the quality of products and services after they are complete, Total Quality Management instils a philosophy of doing the job from the beginning. Implementation of Total quality management process requires an organizational culture and climate that are often non-existent and processes involved are at times intimidating it might take up to ten years to realize the results of total quality management.

Effective implementation of Total quality management requires statistical control systems, operational Management and human skills and functions. For the most part the principal contributions to the analysis of Total quality management and its operation have come from thinkers in the Operations Management area leading to ignoring of the Human Resource Management (HRM) characteristics. And many of the problems arising in implementation of Total quality management appear to have been those relating to Human Resource (HR) issues such as management style, attitudes and culture hence the limitations of Total quality management can be at least partially attributed to the neglect of human resource policies in the organization

and a failure to align the Human Resource policies with Total quality management to ensure integration. These issues are apparent from most reports and research this has led to a shift in emphasis to human resources within the quality area and the growing interest of personnel specialists.

This study was to identify the influence of total quality management on human resource planning practices at Kenya Revenue Authority. Kenya Revenue Authority being one of the best runs state corporations in Kenya in human capital and dynamism it is a perfect tool for an effective study in this under explored sector since it was one of the first state corporations to introduce Total quality management.

1.1.1 Total Quality Management

Total Quality Management is a general philosophy of management that attempts to maximize the competitiveness of an organization through the continual improvement of the quality of its products, services, people, processes and environments. Interestingly, no single definition can express the whole picture of Total Quality Management (Eriksson and Hansson, 2003). The implementation of Total Quality Management benefits the company image, and improves the satisfaction and quality awareness of employees (Yang, 2006). Traditionally, it has been assumed that a company could gain competitive advantage through three different strategies: cost, differentiation or segmentation (Porter, 1985). The Total Quality Management approach puts the responsibility for product or service quality directly on to the workforce. Besides a thorough management review, accompanied with much talk about "philosophy", "mission" and "leadership", a "customer orientation" and the aim of "zero defects" are the key themes in Total Quality Management. Commitment to quality has to be companywide and led from the top. The setting out of how

organizations can establish, document and maintain an effective quality system that will prove to customers that the organization is committed to quality and can supply their quality needs. The concept of Total Quality Management was developed by quality gurus such as Deming (1986), Juran and Gryna, (1993), Crosby (1979), Feigenbaum (1991), and Ishikawa (1985).

The theoretical essence of the Deming approach to Total Quality Management concerns the creation of an organizational system that fosters cooperation and learning for facilitating the implementation of process management practices, which leads to continuous improvement of processes, products, and services as well as to employee fulfilment, both of which are critical to customer satisfaction, and ultimately, to firm survival (Anderson 1994). Deming (1986) stressed the responsibilities of top management to take the lead in changing processes and systems because it is the top management's responsibility to create and communicate a vision to move the firm toward continuous improvement. It is noted that top management is responsible for most quality problems; it should give employees clear standards for what is considered acceptable work, and provide the methods to achieve it. These methods include an appropriate working environment and climate for work-free of fault finding, blame or fear.

Deming (1986) also emphasized the importance of identification and measurement of customer requirements, creation of supplier partnership, use of functional teams to identify and solve quality problems, enhancement of employee skills, participation of employees, and pursuit of continuous improvement. Anderson (1994) developed a theory of quality management called the Deming management method. He proposed

that for effectiveness of the Deming management method arises from leadership efforts toward the simultaneous creation of a cooperative and learning organization^w to facilitate the implementation of process-management practices, which, when implemented, support customer satisfaction and organizational survival through sustained employee fulfilment and continuous improvement of processes, products, and services. The means to improve quality lie in the ability to control and manage systems and processes properly, and in the role of management responsibilities in achieving this. Deming (1986) advocated methodological practices, including the use of specific tools and statistical methods in the design, management, and improvement of process, which aim to reduce the inevitable variation that occurs from "common causes" and "special causes" in production. "Common causes" of variations are systemic and are shared by many operators, machines, or products. They include poor product design, non-conforming incoming materials, and poor working conditions. These are the responsibilities of management. "Special causes" / relate to the lack of knowledge or skill, or poor performance.

Deming proposed 14 points as the principles of Total Quality Management (Deming, 1986), namely: Eliminate slogans and exhortations, break down barriers between staff areas, drive out fear, remove barriers that rob people of pride of workmanship, institute training on the job, break down barriers between departments to build teamwork, drive fear out in the workplace, eliminate quotas on the shop floor, create conditions that allow employees to have pride in their workmanship and abolish annual reviews and merit ratings, institute a program of education and self-improvement eliminate targets for the work force, internal goals set in the

management of a company, without a method, are also useless and encourage education and self-improvement for everyone.

1.1.2 Human Resource Planning

Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals (Sullivan, 2002). Human resources planning should serve as a link between human resources management and the overall strategic plan of an organization. Human Resources planning are one of the most impactful aspects of business planning. Management literature is full of reasons why Human Resources Planning is crucial to business success. Without it there is little chance of the business having the right people at the right place at the right time doing the right work. This issue has been studied for decades.

Human resources planning in the broadest sense include both strategic and operational human resource planning as a continuous process rather than an activity limited to a fixed segment of the business planning process. Often Human Resources Planning is considered to be a "human resources" program rather than a necessary business activity (Sullivan, 2002). The strategically driven human resource function is devoted to finding ways to help the organization gain important advantages over its competitors. "Those advantages are often described in terms of the capacity that a business has with which to pursue its objectives. "The capacity of an organization to achieve its strategic objectives is influenced by human resources in three fundamental ways: cost economics; capacity to operate effectively; capacity to undertake new enterprises and change operations (Laabs, 1996). The human resource

planning involves three steps namely planning, Human Resource Planning and management resources planning.

1.1.3 Influence of Total Quality Management on Human Resource Planning practices

Total quality management appear to have a high impact on several Human resources issues such as management style, attitudes and culture hence the limitations of Total quality management can be at least partially attributed to the neglect of human resource policies in the organization and a failure to align the Human Resource policies with Total quality management to ensure integration. These issues are apparent from most reports and research this has led to a shift in emphasis to human resources within the quality area and the growing interest of personnel specialists.

A major component of Total Quality Management is Leadership as stated by Juran and Gryna (1984) the Management role to be establish quality policies, goals, and to provide resources, problem oriented training and stimulate improvement. Anderson (1984)The ability of top management to establish practice and lead a long term vision for the firm, driven by changing customer requirements as opposed to an internal management control role. With the need of management involvement this puts the Human Resource Department in for more scrutiny as the top management would like to have a direct influence on the implementation of Total Quality Management and the Human Resource as to come up with policies for measuring performance and rewarding performance and punishing failure hence there will be need for performance contracts There are expected to set quality

as a priority while allocating adequate resources to continuous quality improvement and evaluating employees based on their performance this has a direct bearing on the HR budget

Customer Satisfaction is a major concern of Total Quality Management and the Customer is the most important part of the production line; services should be aimed at the needs of the customer Feigenbaum (1993) hence there is need to improve customer focus efforts, customer complaints should therefore be treated with top priority Rely on customer complaint information to identify the "vital few" complaints that demand and this will entail that training and education of staff on customer care skills is vital and this first entails an in depth study in order to discover the basic causes and to remedy those causes and reasons for Customer Satisfaction and the measures to be used to understand the factors that drive market.

Another key component of Total Quality Management is People Results and this entails Educating and training all employees into the mission, vision, direction, and strategy of the organization as well as the skills, to secure quality improvement and resolve problems. People Result is a process designed to empower members of an organization to make decisions and to solve problems related to their level in the organization. Irianto (1991) to realize the potential of working capability, and to engender communication, participation, trust, teamwork, empowerment, personal development and pride. This will entail the HR to come up with mechanism to enshrine this people result mechanism to the employees and this will have to be done via training and reward scheme

Total quality management practices relates to product design and development and human resources management focus Jones(2009) Investment in training and development; a new values and norms; new definition of reward and promotion

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system; improving organizational learning and decision-making Karia & Asaari (2006) Companies need to invest in the development of the workforce through education, training, and opportunities for continued growth. Work and Jobs are carefully designed, organized, and managed to provide opportunities for individual initiative and self-directed responsibility A process of decentralizing decision making in an organization, whereby managers give more Discretion and autonomy to the front lines employee Bowen and Lawler (1992) Sharing with front-line employee's information about rewards based on organization performance and enable them to contribute to the organizational performance. Training Cherrington (1995) Acquisition of specific skills or knowledge, to perform particular activities or a specific job. Training is the second most commonly used term in Total Quality Management implementation practice Kappelman and Prybutok (1992) Training provides an opportunity to empower and motivate employees, reduces employee resistance and increases chances of Total Quality Management success Karia & Asaari (2006) Training and education have a significant positive effect on job involvement, job satisfaction, and organizational commitment.

Communication is also a key cornerstone of Total Quality Management Karia & Asaari (2006) the need for effective communication is for the development of awareness and building commitment to quality in an organizations environment. This forces Human Resource Department to open two-way communication to help to foster good employee and employer relationship. Organization Culture definition is a

factor of Total Quality Management and it's the feeling of togetherness, empowered employees, no compromise with success. Shared beliefs, values, attitudes, institutions, and behaviour patterns that characterize the members of a community or organization. In a healthy business culture, what's good for the company and for customers comes together and becomes the driving force behind what everyone does and it's the work of the HR fraternity to aid empower the employees on the organizational culture.

1.1.4 Kenya Revenue Authority

The ministry of finance is the ministry in charge of the monetary policy of the government it derives its mandate from the Constitution of Kenya, Cap VII Sections 99-103 which provides for proper budgetary and expenditure management of government financial resources. The functions of the Ministry of Finance are strategic in several ways. As a main function, the Ministry is charged with the responsibility of formulating financial and economic policies. It is also responsible for developing and maintaining sound fiscal and monetary policies that facilitate socio - economic development. The Kenya Revenue Authority is one of the state corporations under the ministry of finance.

The Kenya Revenue Authority was established by an Act of Parliament, Chapter 469 of the laws of Kenya, which became effective on 1st July 1995. The Authority is charged with the responsibility of collecting revenue on behalf of the Government of Kenya while providing effective tax administration and sustainability in revenue collection. The Board and Management of Kenya Revenue Authority have since its inception spent time and resources setting up systems, procedures and the adoption



of new strategies aimed at enhancing the operational efficiency of the Authorities processes. A Board of Directors, consisting of both Public and private sector experts, makes policy decisions to be implemented by Kenya Revenue Authority Management. The Chairman of the Board is appointed by the President of the Republic of Kenya. The Chief Executive of the Authority is the Commissioner General who is appointed by the Minister for Finance in consultation with the president. There are written laws administered by the Authority therefore legally constituting the functional departments and sections of Kenya Revenue Authority, which include: Income Tax Department, Customs & Excise Department, Value Added Tax Department and Road transport Department. Kenya Revenue Authority has other support Departments which include: -legal Affairs and Internal Audit, Research and Corporate Planning, Management of Information Services, Investigations and enforcement, Human Resource and Administration, Finance, Corporate & Public Affairs, Revenue Protection Services and Tax Programs and New Business Initiatives. Each Department is headed by a Commissioner. Aided by other well capable staff .In addition to the four divisions the Authority had seven service Departments that enhance its operational efficiency. These are as follows: Human Resources Department, Finance Department, Board Corporate Services & Administration Department, Internal Audit Department, Information & Communication Technology Department, Research & Corporate Planning Department and Marketing & Communication

It is clear that other than the enforcement of tax laws, it also has to promote compliance with Kenya's tax, trade, and border legislation and regulation by promoting the standards set out in the Taxpayers Charter and responsible

enforcement by highly motivated and professional staff thereby maximizing revenue collection at the least possible cost for the socio-economic wellbeing of Kenyans.

1.2 Statement of Problem

The business environment in which organizations are operating today faces many threats and opportunities. As Ansoff (1990) puts it, the key challenges for managers in the 1990's are "ensuring competitive advantage over other organizations and profitability for their firms in turbulent environments. Total Quality Management have been widely implemented throughout the world. Many firms have arrived at the conclusion that effective Total Quality Management implementation can improve their competitive abilities and provide strategic advantages in the marketplace Anderson, Fornell, & Lehmann, (1994). Several studies have shown that the adoption of Total Quality Management practices can allow firms to compete globally Easton, 1993; Ernst and Young, (1991); Handfield, (1993; Hendricks & Singhal, (1996); Womack & Roos, (1990). Several researchers also reported that Total Quality Management implementation has led to improvements in quality, productivity, and competitiveness in only 20-30% of the firms that have implemented it (Benson, 1993). According to a survey of firms in Georgia, the benefits of Total Quality Management are improved quality, employee participation, teamwork, working relationship, customer satisfaction, employee satisfaction, productivity, communication, profitability, and market share (Dale, Zairi, Van der Wiele, & Williams, 2000).

A study conducted by Rategan (1992) indicated that a 90% improvement rate in employee relations, operating procedures, customer satisfaction, and financial

performance is achieved due to Total Quality Management implementation. However, Burrows (1992) reported a 95% failure rate for initiated Total Quality Management implementation programs; Eskildson (1994), and Tornow and Wiley (1991) reported that Total Quality Management implementation has uncertain or even negative effects on performance. Longenecker and Scazzero (1993) indicated that achieving high product quality and pursuing successful Total Quality Management implementation are highly dependent on top management support. However, Motwani, Mahmoud, and Rice (1994) reported that there is no association between top management support for quality and the level of product quality achieved. Thus, conflicting research findings have been reported surrounding the effects of Total Quality Management implementation on overall business performance.

The Human Resources Planning environment in Kenya is facing many challenges i.e. the thinking by many employers that Human Resources Planning increases cost of manpower as trade unions demand for employee based plans, more facilities and benefits including training and development. Further, employers feel that Human Resources Planning is not necessary as candidates are will be available throughout the year because of unemployment cases in the country. Trade unions and employees also resist Human Resources Planning as they view that it increases the work load of employees and prepares programme for securing the human resources mostly from outside. The other reason for their resistance is that Human Resources Planning aims at controlling the employees" thorough productivity maximization.

The other problem is that uncertainties are quite prominent in human resource practices due to absenteeism, seasonal employment, labour turnover, changing technologies, market conditions making Human Resources Planning less reliable. Another major challenge facing Human Resources Planning is Information system regarding human resources has not yet fully been developed due to industries giving low status to personnel department and less importance given to Human Resources Planning. Further the reliable data and information about the economy, other industries, labour market, and trends in human resources are not available.

Kenya Revenue Authority will reap many benefits from Human resources planning because it anticipates not only the required kind and number of employees but also determine the action plan for all functions of personnel management. The major payoffs of human resources planning are aids the organization regarding expansion, diversification, technological change which is should be backed up by the availability of human resources. It suggests modification in the plan when the expected manpower is not available. It offsets uncertainty and change to the maximum possible and enables the society to have right men at right time and in the right place provides scope for advancement and development of employees through training, development etc. It also helps to satisfy the individual needs of the employees for the promotions transfers, salary enhancement, better benefits and helps in anticipating the cost of salary, benefits and all the cost of human resources facilitating the formulation of budgets in a society, helps to foresee the need for redundancy and plans to check of human resources and to change the techniques of management.

The existing literature i.e. Nyororo (2006), Keya (2007), has showed that research has been done on Total Quality Management practices in Kenya higher education, Factors Affecting Total Quality Management Processes in State Corporation for Customer Satisfaction, and Total Quality Management practices in Kenyan secondary schools. Little or no empirical research has been conducted dealing with Total Quality Management practices and their effects on overall business performance in Kenyan finance and service sector and for state corporations it's unheard of. It is also of concern that no research has been conducted in Kenya focusing on the role of Human Resources Planning practices on Total Quality Management in any sector let alone the state corporations from the financial sector i.e. Central Bank Of Kenya ,Kenya Revenue Authority, Retirement Benefits Authority, competition authority of Kenya, business licensing E-registry, Central Bureau of statistics, PPOA, where the implementation of Total Quality Management is a new phenomenon and the implementation might not be as per the expectations.

Human Resources Planning In order to bridge this gap, an investigation into how the human resource planning practices in Kenya revenue authority are applied in tandem with total quality management are needed. This research sought to answer the question "What is the influence of Total Quality Management on Human Resource Planning practices at Kenya Revenue Authority?"

1.3 Research Objective

The purpose of the study was to determine the influence of Total Quality Management on Human Resource Planning practices at Kenya Revenue Authority.

1.4 Value of Study

The study was to help provide an insight into the influence of Total Quality Management on Human Resource Planning practices and the challenges faced by human resource fraternity when it comes to the implementation of Total Quality Management and also act as an eye opener to the challenges faced during the implementation of Total Quality Management.

The study will help the government technocrats and policy makers to develop policy frameworks that take into account the role of Human Resources Planning and Human Resources Management at large in the implementation of Total Quality Management so as to aid in the proper implementation of vision 2030 blueprint for development of the nation to middle income status. The findings would also provide invaluable insight on challenges faced by the Kenya Revenue Authority which being one of the leading state corporations and would help the government in drafting appropriate legislation accordingly aid in introduction of Total Quality Management in other state corporations.

The study will ultimately benefit the Kenya Revenue Authority management by sensitizing them on the role of Human Resource Department in the authority in corporate planning and quality management criterion and also aid in the smooth implementation of the fifth corporate plan and also use these findings to expand its status as the top state corporation in the country. The research could help the authority overcome the challenges faced by it in the implementation the authorities fifth corporate plan which encompasses the implementation of reforms in the authority and aid it achieve its mission of being the leading revenue authority in the world The study will go a long way in enriching the existing literature in the field of

quality management and human resource management the research could provide the basis for further research in Total Quality Management and also act as an eye opener to the role of Human Resources Management in Total Quality Management. The study may also form a basis for the further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of the literature pertinent to the study. It provides a review of the literature related to human resource planning practices in total quality management. It begins by exploring and dissecting the concept of total quality management which is then followed by a literature review of the foundation and the core concepts of total quality management. It then explores the concept of human resource planning for instance the importance of human resource planning and the steps followed in human resource planning and the practices involved

2.2 Total Quality Management

Total quality management (TQM) has become a world-wide topic in the twenty-first century. Companies all over the world found that it was necessary to have good quality management practices in order to stay competitive (Lagrosen, 2002). Total quality management is an enhancement to the traditional way of doing business. It is a proven technique to guarantee survival in against cut throat competition. Only by changing the actions of management will the culture and actions of an entire organization be transformed. Total quality management (TQM) as a management approach is centred on quality, based on the participation of all members of staff and aiming at long term success. This is to be achieved through customer satisfaction and benefits to all members of the organization and to society. In other words,

Total Quality Management is a philosophy for managing an organization in a way, which enables it to meet stakeholders' needs and expectations efficiently and

effectively without compromising ethical values (ISO 8402, 1994). Total Quality Management has been widely implemented throughout the world, many firms have arrived at the conclusion that effective Total Quality Management implementation can improve their competitive abilities and provide strategic advantages in the marketplace (Anderson, Fornell, & Lehmann, 1994).

The benefits of Total Quality Management are improved quality, employee participation, teamwork, working relationship, customer satisfaction, employee satisfaction, productivity, communication, profitability, and market share (Dale, Zairi, Van der Wiele, & Williams, 2000). Several researchers have reported that Total Quality Management implementation has led to improvements in quality, productivity, and competitiveness in around 30% of the firms that have implemented it (Benson, 1993). A study conducted by Rategan (1992) indicated that a 90% improvement rate in employee relations, operating procedures, customer satisfaction, and financial performance is achieved due to Total Quality Management implementation. However, Burrows (1992) reported a 95% failure rate for initiated Total Quality Management implementation programs; Eskildson (1994), and Tornow and Wiley (1991) reported that Total Quality Management implementation has uncertain or even negative effects on performance. Longenecker and Scazzero (1993) indicated that achieving high product quality and pursuing successful Total Quality Management implementation are highly dependent on top management support. However, Motwani, Mahmoun, and Rice (1994) reported that there is no association between top management support for quality and the level of product quality achieved. Thus, conflicting research findings have been reported surrounding the

effects of Total Quality Management but there is no disputing the importance of total quality management in organizations.

The Quality authorities like Joseph Juran (1950s), Edward Deming (1950s), and Edward Deming (1980s) have put several approaches to improve company performance. These approaches are embodied in a set of quality management practices, known as Total Quality Management. On account of these policies different approaches have been adopted for the introduction of quality management in different Company, such as self-assessment and external assessment of the company and different models of Total Quality Management (Wiklund & Edvardsson, 2003). The Deming's approach to Total Quality Management (1986), Juran's approach to Total Quality Management (1994), Crosby's approach to Total Quality Management (1979), Feigenbaum approach to Total Quality Management (1991), Ishikawa's approach to Total Quality Management (1985), and Results from quality gurus that have been reviewed.

2.2.1 Foundation of Total Quality Management

From research and literature available the studies and researchers agree that Total Quality Management is based on the principle of leadership, supplier quality management, vision and plan statement, evaluation, process control and improvement, product design, employee participation ,recognition and reward, education and training, quality improvement and finally customer focus. Leadership is described as the ability to inspire confidence and support among those needed to achieve organizational goals (DuBrin, 1995). Anderson et al. (1994a) explained the concept of leadership as: The ability of top management to establish, practice, and lead a long-term vision for the firm, driven by changing customer requirements, as

opposed to an internal management control role. Leadership is thus exemplified by clarity of vision, long term orientation, coaching management style, participative change, employee empowerment, and planning and implementing organizational change. According to Juran and Gryna (1993), certain roles of top management can be identified as: Establish quality policies, establish and deploy quality goals, provide resources, provide problem-oriented training, and stimulate improvement. A predominant theme in quality management literature is that strong commitment from top management is vital. The foundation of an effective leadership effort is top commitment. Demonstrating such commitment is therefore a primary leadership principle for achieving Total Quality Management. Lack of top management commitment is one of the reasons for the failure of Total Quality Management efforts (Brown, 1994). However, top management commitment itself is not sufficient.

For Total Quality Management it's prudent to have a Vision and Plan Statement. Vision and plan statement has two aspects: Vision statement and plan statement. A vision statement describes how a firm wants to be seen in its chosen business. As such, it describes standards, values, and beliefs. Above all, a vision is the advertisement of the intention to change. As such, it propels the firm forward and acts against complacency. All employees should be able to realize how they can contribute to the vision. A statement of values and behaviour is a powerful motivating force that can be used to drive a process of change forward (Kanji and Asher, 1993). The intent of a vision statement is to communicate the firm's values, aspirations and purpose, so that employees can make decisions that are consistent with and supportive of these objectives (Meredith and Shafer, 1999). An effective

vision statement tends to be written using language that can inspire employees to high levels of performance, and further, to foster their commitment. Therefore, a firm should have a long-term vision statement.

For an effective Total Quality Management there should be a place for Evaluation, The concept of evaluation can be defined as systematic examination of the extent to which an entity is capable of fulfilling specified requirements (ISO 8402, 1994). Juran and Gryna (1993) stated that a formal evaluation of quality offers a starting point by providing an understanding of the size of the quality issue and the areas demanding attention. Such evaluation information should be communicated to employees in order to encourage employees to make things better. Hackman and Wageman (1995) proposed that evaluation of variability is a change principle. Uncontrolled variance in processes or outcomes is the primary cause of quality problems and must be evaluated and controlled by those who perform the firm's front-line work. Only when the root causes of variability have been identified are employees in a position to take appropriate steps to improve work processes.

The other core factor is Product Design which translates customer expectations for functional requirements into specific engineering and quality characteristics, which can be called specifications. Sound product design can contribute to the improvement of product quality to be better than that of competitors, increasing a firm's competitive advantage in the marketplace (Juran and Gryna, 1993).product design should be more market-oriented (Feigenbaum, 1991; Juran and Gryna, 1993). Customer requirements and expectations should be thoroughly considered during the process of product design. It is important that design department obtain detailed

information from the field. Field failure data and customer complaints should be sufficiently detailed to provide a means for analysing the causes, so that proper

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corrective action can be taken toward improving product design (Feigenbaum, 1991; Juran and Gryna, 1993).

With the above in place we need Quality System Improvement which is defined as the organizational structure, procedures, processes and resources needed to implement quality management (ISO 8402, 1994). In 1987, the International Standardization Organization published the ISO 9000 standards series on quality management and quality assurance. Implementing ISO 9000 is a way in pursuing quality system improvement in a firm. In this study, quality system improvement means to establish a quality system according to the requirements of ISO 9000. Through the implementation of ISO 9000, a quality manual, quality system procedures, and work instructions are established. In the end, a firm may apply to be registered as having an ISO 9001 (9002 or 9003) quality certificate (Randall, 1995; Mirams and McElheron, 1995).

For smooth implementation of Total Quality Management we need Employee participation which can be defined as the degree to which employees in a firm engage in various quality management activities. By personally participating in quality management activities, employees acquire new knowledge, see the benefits of the quality disciplines, and obtain a sense of accomplishment by solving quality problems. Participation is decisive in inspiring action on quality management (Juran and Gryna, 1993). Employee participation is exemplified by things such as teamwork, employee suggestions, and employee commitment. Teamwork is sorely

needed throughout the firm; it can compensate one's strength for another's weakness (Deming, 1986). If several knowledgeable people are brought into the decision-making process, a number of worthwhile possibilities may be uncovered, making synergy a possible benefit. Such practices are often implemented by forming teams. Hackman and Wageman (1995) stated that the single most commonly used Total Quality Management implementation practice is formation of short-term problem-solving teams. Problem-solving teams work on a wide variety of tasks, ranging from cross-functional involvement in tackling quality problems related to many functional departments to solving within-functional quality problems. Anderson. (1994) suggested that internal cooperation among employees enables higher individual performance by creating mutually beneficial situations among organizational members and between organizational members, and the firm as a whole.

The employee involvement is the encapsulated with Recognition and Reward. Recognition is defined as the public acknowledgment of superior performance of specific activities. Reward is defined as benefits, such as increased salary, bonuses and promotion, which are conferred for generally superior performance with respect to goals (Juran and Gryna, 1993). Public recognition is an important source of human motivation (Deming, 1986).

It almost goes without saying that an important feature of any quality improvement program is the showing of due recognition for improved performance by any individual, section, department or division within the firm (Dale and Plunkett, 1990). To effectively support their quality effort, firms must implement an employee compensation system that strongly links quality and customer satisfaction with pay

(Brown et al., 1994). Deming (1986) and Ishikawa (1985) identified one source of human motivation at work as social motivation, the energy that comes from cooperation with others on a shared task and the incentive provided by recognition from others (Hackman and Wageman, 1995).

A firm's Total Quality Management initiative must be supported with a recognition and reward system that encourages and motivates employees to achieve the desired performance. For an appropriate reward scheme there must be Education and Training .Training refers to the acquisition of specific skills or knowledge. Training programs attempt to teach employees how to perform particular activities or a specific job. Education, on the other hand, is much more general, and attempts to provide employees with general knowledge that can be applied in many different settings (Cherrington, 1995). Cherrington suggested that education and training require a systematic approach. The development of a sound education and training program requires systematically gathering data about the employees" or the firm's needs. Firms that implement Total Quality Management invest heavily in training for employees at different levels. Deming (1986) spoke often of the importance of properly training workers in performing their work. Otherwise, it is difficult to improve their work.

2.3 Human Resource Planning

We are currently facing the „golden era" of Human Resource Planning (Sullivan, 2002). Whilst some organisations have been conducting Human Resource Planning since the 1960s, there has been a considerable resurgence of interest in the last decade as it has risen to become one of the „hottest topics on the planet" (Sullivan,

2002). Despite the recent enthusiasm, the implementation of Human Resource Planning continues to present difficulties to practitioners and it has been described as "one of today's greatest business challenges"(Laabs, 1996).This report draws on academic literature, practitioner literature and case studies to understand the issues surrounding of Human Resource Planning highlighting the benefits that of Human Resource Planning can bring to organisations, it will address some of the difficulties that practitioners may expect to experience.

At the outset, it is important to note that the academic literature on this area is scarce. The majority of published information is based on anecdotal evidence and not robust research findings. Whilst we cannot profess to an exhaustive search, it appears that the renewed interest amongst practitioners is yet to be matched by academics. Nonetheless, this day-to-day experience of practitioners provides a valid insight from which we can learn. Although the intended audience for the report is state corporation but most of the evidence is from the private sector organisations. Some may question the relevance of a private sector experience to the current context. However, it is important to note that different organisations face a number of common external pressures, especially those relating to the changes in workforce demography.

In addition, it would be foolhardy to negate the lessons learned from the private sector, which typically has a more substantial history of using Human Resource Planning techniques. Mondy (1996) they defined human resource planning as a systematic analysis of HR needs in order to ensure that correct number of employees with the necessary skills are available when they are required varuchapi (1994) HR

planning makes the organization move and succeed in the 21st Century that we are in since it assist the Organization to manage its staff strategically and it also facilitate the career planning of the employees and assist them to achieve the objectives as well. This augment motivation and the Organization would become a good place to work. HR Planning forms an important part of Management information system

2.3.1 Challenges of Human Resource Planning

The roles and responsibilities of Human Resources departments are transforming as the modern business faces Human Resources departments are transforming as the modern business faces numerous and complex challenges, and exploit opportunities. This transformation or Human Resources Management has direct impact on Human Resources Planning as it eats directly on the financial needs of the organization another challenge is decision making In the global competition within the flat and connected new world, decision making in organizations has become increasingly intricate and convoluted. The new global world has widened the talent pool for excellent and marginal workers, and for permanent and fluid workers.

An organization's talent can be a source for a sustained competitive advantage and can affect important organizational outcomes such as survival, profitability, customer satisfaction level, and employee performance (Pfeiffer, 1994; Prahalad, 1983). Another challenge is technological changes Human resources need to take advantage of technology and data analytics to build a global human resource information system that collects and stores data from various sources. Companies with the ability to foresee and sustainably manage their workforce needs especially for high skills -

will gain the decisive competitive advantage (World Economic Forum, 2010a). As stated previously, the pool of talented individuals has been growing and is expected to continue to grow in the near future, mainly because of increased educational opportunities in emerging nations. In addition, the demand for such talent is likely to grow even faster in the same period. Based on data from 22 countries and 12 industries, a World Economic Forum study predicted that vast talent gaps between the supply and demand of highly skilled workers would appear by 2020 (World Economic Forum, 2011). The demand for talented people is growing not only from developed countries, but from the developing countries themselves as they pursue their own nation building. According to the McKinsey Global Institute, only 13 to 19 per cent of 33 million university graduates in developing countries are suitable to work in a multinational company, due to their lack of language skills, low quality of educational system, and lack of cultural fit. Also, only a fraction of these people are willing or able to relocate to foreign countries for employment (McKinley Global Institute, 2005). It also remains the biggest challenge for global organizations,, human resource departments to manage a workforce diverse in culture and language skills, and distributed in various countries.

It is critical that the businesses not only familiarize with local ways of doing business, and understand the needs of local consumers, but also develop a global mind-set among their employees. Being at the centre of globalization, organizations need to learn to integrate diverse value systems and espouse shared global work values to create an environment, where workers are able to communicate and coordinate their activities to reach common goals (Rosenblatt, 2011; Erez and Drori,

2009; Ralston, 1997). Hence another challenge to human resource planning is globalization.

2.3.2 Steps in Human Resource Planning

The Human Resources Planning process is a four tier process that emanates from strategic planning, and ends at Human Resources Planning as shown in the figure below. The human resource reference tools (2003) states that Human Resources Planning begins from strategic planning where the organization comes up with its strategic plan the human resource department then comes up with a plan that encompasses the needs of the strategic plan and forecasts on the human capital needs during implementation of the plan and after the successful implementation of the strategic plan so that no situation arises where there is a gap in human capital needs and resource available. It also states that there should never a rise a situation of surplus human resource at any given time.

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CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the research design that was used in this study. It also outlines the instrument and procedure that was used for the data collection and those interviewed. Finally, it provides the data analysis techniques applied in the study.

3.1 Research Design

This research was a descriptive case study based on Kenya Revenue Authority. This study required an in-depth understanding of the influence of Total Quality Management on Human Resource Planning practices at Kenya Revenue Authority. The data to be collected in this case will be qualitative in nature. Other research studies that have used this design conducted in Kenya are Nyororo (2006), Keya (2007).

3.2 Data Collection

Data for this project was collected from primary sources through personal interview. Kothari (2004) refers to primary data collection as those which are collected afresh and for the first time and thus original in character. The personal interview used required the researcher asking questions face to face for efficiency and relevance. An interview guide was used.

This method of data collection was preferable as it allowed the researcher to use the probing technique assisting in collection of vast and rich amounts of data. The respondents were drawn from the top level management staff based at the Kenya

Revenue Authority headquarters at times towers Nairobi. The three were drawn from the Human Resource and administration department and research and planning department in the authority. They include the Senior Deputy Commissioner human resource, Senior Deputy Commissioner Research and planning, and Deputy Commissioner Quality assurance.

3.3 Data Analysis

Data collected was thoroughly checked for completeness, consistency and accuracy and the data analysis was through content analysis as the data collected was qualitative in nature. Content analysis is a methodology where by a thorough study of the manual or automated coding of documents, transcripts, newspapers, or even of audio or video media to obtain counts of words, phrases, or word-phrase clusters for purposes of statistical analysis. Weber, (1990). It involves observation and detailed description of the objects, items or things that comprise the study. Cooper and Schindler (2003) state that content analysis may be used to analyse written, audio or video.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter documents and presents the findings, discussions, conclusions and recommendations by respondents who are members of the top management of Kenya revenue authority. The study collected qualitative data. In this chapter the data is analysed, interpreted and discussed. The chapter is organized as per the interview guide.

4.2.1 Population

The respondents of the interview were three but the information obtained from one respondent (from research and planning) and was found not to be relevant to the study topic as per the interview guide hence the respondents were two out the expected three hence a percentage of 66.7% which is acceptable for the research study paradigms.

4.2.2 Respondents profile

The two respondents were from the human resources department and the quality assurance department. The human resources department representative has worked for the authority for twenty three years when the department was just a department in the ministry of finance and she has seen the transition from the department in the ministry to an autonomous organization. She has seen the various changes that have happened in the organization from the first corporate plan to the current fifth corporate plan. She has also seen the transformation of the terror emitting people to the customer friendly image that they now portray. Her overall job description entails

being the bridge between the management and the staffs since the authority does not have a union, she is also in charge of welfare policies, payroll management, recruitment, job analysis and overall management of the work force. She is also in charge in the overall procurement of Human Resource services.

The other respondent has been working for the organization for the last fourteen years and is the representative of the quality assurance department. He has worked for various departments in the authority both in the revenue and support services. His job description is to make sure that the organization adheres to the ISO requirements, ensure performance practices in the authority are up to date quality wise, he is also expected to keep up to date with all relating and relevant quality legislation issues, he participates in the evaluation of quality events and follows up on activities in different department and outstation, he prepares quality staff activities and activities of the service delivery system. He also monitors the adherence to the internal standards and taxpayer charter. He also serves as an ISO champion. He also conducts process re-engineering that enables the improvement of performance measures.

From the findings it's sufficient enough that the two respondents are qualified and offer a proper insight into the authority's activities band. Their input is relevant on the study of the influence of Total Quality Management on human resource planning practices at Kenya Revenue Authority because of their job description and experiences in the authority accompanied with their knowledge ability.

4.2.3 Role of Human Resources Management in Total Quality

Management

The Human Resource Department representative among the respondents answered that Human Resource Department provides supervision of Total Quality Management implementation projects and he also provides training for the staff to be able to meet. Human Resource Department also provides leadership which is one the core of total quality management. At Kenya revenue authority the top most management are the main sponsors of this revolution of implementation of Total Quality Management and the commissioner general has been very supportive to the core of the implementation of Total Quality Management. Since the implementation of Total Quality Management needs a lot of resources the commissioner general has made sure that the resources are available even if it means borrowing it from other votes so that the goals are achieved as the successful implementation of this project is aiding the authority achieve its goal of being the leading revenue authority in the region. The commissioner general following recommendations from HR has put in place a change management process that will aid the staff be prepared for the changes that come with the implementation of Total Quality Management and this has led to training of staff for the basics of change management. Although the services have been outsourced by Human Resource Department to Price Waterhouse Coopers it is being monitored by the Human Resource Department.

The training for change management leads to trickling down of leadership to the outstations and the change managers coordinate the revolution coming from the Total Quality Management and it's the duty of Human Resource Department to evaluate the activities and effectiveness of the change managers and this has forced the Human



Resource Department to cascade its duties to the outstations and post Human Resource officers to those stations for easier management. The Human Resource Department has been forced to do this as communication has to be done at the ground level so as to give the staff more mandate and establish unity of purpose and manage direction. This is done by aiding create an internal environment where staff are fully involved in achieving Kenya Revenue Authority objective and this element of leadership has been encapsulated into the performance contract.

She further explained that Kenya Revenue Authority as an organisation has two types of customers namely the external and internal customers. The Kenya Revenue Authority staff feature as external customers where tax is collected from their business and employment income and they are also internal customers as they are served by Human Resource Department of Kenya Revenue Authority. When Total Quality Management was established, the Human Resource Department was forced to put more emphasis on the internal customer and get their needs served with more efficiency. The Human Resource Department has worked on this and has even gone to an extend to set up a customer care desk that serves the needs of the staff varying from medical, leave application, training needs and even delayed promotion queries. The urge to satisfy the needs of the internal customer have led the organisation to improve its outstations so that they can have the same amenities as the headquarters. In the context of external customers the HR had the function of training the staff on customer relation skills at Kenya Revenue Authority Training Institute and it's now proved by HR statistics that 100% of the near 4000 staff members have all undergone training on customer relation skills. She emphasised that the human resource department also undertook a job analysis and this led to recruitment and selection of

thirty more officers to handle the customer care desk and the call centres. The Human Resource Department is also involved in coordinating and managing directly Corporate Social Responsibility activities by Kenya Revenue Authority

The respondent also explained that it has been noted that since the authority has a targeted collection which it has agreed to collect and signed a contract to this effect with the ministry of finance, this figure is to be then trickled down to individual staff members who at the end of each day has a specific target. For the officers to be able to meet this targeted collection several parts of the jigsaw puzzle have to be glued together to enable the achievement of this endeavour .It's the duty of the Human Resource Department to coordinate with the data analysis office and get the exact figures and what is needed for the individual officer to meet the targeted collection and then the Human Resource Department take this measures and put them in place after which is involved in the performance contract. The Human Resource Department has the duties of planning for the signing of the performance contract, informing and enlightening each employee on his target and this entails having sensitization seminars and also at the end of the day Human Resource Department has the duties that prompt appraisals done and the recommendation are implemented i.e. the Human Resource Department has to plan for the consequence of the appraisal if it's a commendation letter, promotion, demotion or even dismissal or writing a show cause letter.

The respondent stated that Total Quality Management emphasised on the Involvement of people. The concept of involvement of people has led to the decentralization of Human Resource Department activities in the authority. The Human Resource Department activities pre 2011 were conducted at Times Tower and anyone who had

an issue even at the Liboi Satellite station which is six hundred and fifty kilometres away had to come to towers but now Total Quality Management has brought the notion of involvement of people hence there was a needs analysis and it was established that support officers were needed in the outstation and this has led HR to deploy more staff to this regional offices and also to train more officers so that they acquire basic skills to run themselves and become all run staff and this training was provided by staff.

The respondent further added that with Total Quality Management having emphasis on continual improvement. This has led to the authority under the auspices of the Human Resource Department to establish a training school with a fully-fledged training programme .The main purpose of the establishment of this state of the art school and training facilities is to inculcate the continued improvement of staff and give them new skills and also to improve the skills they have and to make them competitive in the job market this trainings have also brought a challenge to the organisation as the audit firms in the country and the neighbouring countries revenue authorities have started forming tendency of poaching the authorities top staff since the authority gives its staff the best skills but cannot compensate them the premium rate hence presenting the challenge of staff haemorrhage. The Human Resource Department has been faced with this unenviable task of keeping the staff which was brought about by the need for continual improvement of staff but the authority has come up with a clause which locks down the employees who have gotten training by the authority for two years

The respondent representing the Human Resource Department mentioned that with Total Quality Management emphasis on factual approach to decision making this has

led to effective decision based on the analysis of data and information and any decision that directly impacts on the employees as to be vetted by Human Resource Department .This need for a factual approach to decision making has led to the full and complete overhaul of the code of conduct and has set up mitigating and a schedule for handling disciplinary cases. The process of disciplinary cases handling has improved the work environment and reduced the chances of work place envy having a negative impact on the workplace environment, it has also reduced the chances of people having trumped up charges against them and this has led to a more cohesive work unit.

The second respondent responded that Human Resource Department has the duty to provide necessary skills for the staff by recommending staff for training and also employing the qualified staff to meet the staffing challenges caused by the implementation of Total Quality Management. He also emphasised that when implementing, Total Quality Management the Human Resource Department has the duty to perform job analysis and come up with modes to meet the staffing challenges whether having surplus human capital or deficit in human capital.

The second respondent responded that Human Resource Department has the ultimate duty in implementing the recommendation from the annual quality reports and also provides overall supervisory role for the ISO status of the authority.

From the responses of the two respondents it is evident that they both agree that Human Resource Department has a role in Total Quality Management implementation.

4.2.4 HR departments role in Kenya Revenue Authority ISO certification and sustenance

The respondent representing the Human Resource Department stated that as the quality assurance department does the auditing of the ISO conditions while the Human Resource Department has to do the overall supervision and to recommend staff for training to be ISO champions and change management. It is the HR's role to facilitate this training and procure the trainers and evaluate the suitability of the trainings. It is also the role of the head of HR to facilitate the recognition and reward scheme for the employees who excel in the field of adhering to the Total Quality Management needs and principles. It is also the Human Resource Department role to have the core principles of Total Quality Management inculcated in the performance contract in measurable terms.

The second respondent stated that it was the Human Resource Department role to supervise and ensure the key goals and principles of Total Quality Management that lead to the ISO certification are met and adhered to. This is done by posting and training of ISO champions at the station levels. They are the key to the proper adherence to the set conditions not only plastic condition meeting whereby the conditions are put in place for ISO audit purpose and not actual implementation.

From the responses of the two respondents it is evident that they both agree that HR has a role in making sure the ISO certification status is maintained and met and that the HR role in this is facilitation and training of the staff and supervision.

4.2.5 Total Quality Management and its components in Kenya Revenue Authority's fifth corporate Plan

The first respondent representing HR stated that Leadership, need of Customer focus, process approach to management decision and the need for them are captured in the fifth corporate plan and as the quality policy which is a formal statement from the management closely linked to the business and marketing states the need for the leadership and the emphasis of customer focus. She further stated that developing a taxpayer charter and internal standards charter also aid in the orientation of the organization to be more customer focus.

The second respondent stated that each employee working towards a measurable objective, regular audit of the process and systems management, involvement of people are echoed in the fifth corporate plan and under the rapid result initiative of the Total Quality Management assessment.

From the responses it's noted that leadership, customer focus, system, process approach to management are the main Total Quality Management concepts captured in the corporate plan.

4.2.6 Role of Human Resource Department in the implementation of Total Quality Management

The major role of HR department in the implementation of Total Quality Management as per the respondent representing the Human Resource Department was that the Human Resource Department has the role of planning and aligning its practices to meet the challenges that will be met in the human capital front by the authority when implementing the Total Quality Management. To perform this function the HR

department does the task of performing a job analysis and job evaluation and this leads to forecasting of the human resource requirements and the requirements after the evaluation are compared with what is available at the moment and from this conclusion is made if the human capital is surplus or there is a deficit and if there is a surplus there should be plans to remedy the situation by restricted hiring, reduced man hours, early retirement and last option of layoffs but in the case of shortage of workers there is the need for training so that the available staff become multiskilled and hence able to multitask and also conduct a recruitment and selection process.

The second respondent said he was not in a position to answer the question in his official capacity and what he would be telling the researcher would be personal opinion since he was not from the Human Resource Department.

From the answer that I managed to get it should be realised that the role of Human Resource Department is to come up with Human Resource Planning that manages to perform job analysis, job forecasting and remedy the situation

4.2.7 The major successes of the Human Resource Department in the implementation of Total Quality Management

The first respondent stated that the achievements of Human Resource Department are many but the ones that could come to her mind directly are that Human Resource Department has managed to achieve a 100% training of all staff on customer relations skills, it has also managed to train over 3800 of the 4034 strong workforce on organizational culture, training of the staff and enlightening them on the vision, mission and core values of the organization, for the continual improvement of the skills of the staff the authority has invested in the establishment of the state of the art

Kenya Revenue Authority Training Institute and now it's in the process of being linked up with the university of Nairobi to aid in training of Kenya Revenue Authority staff, the Human Resource Department also prides itself in the introduction of the graduate trainee programme whose aim is to have a pool of new employees to meet the forecasted labour need at a cheaper cost and have them integrated in the organizational culture hence easing assimilation.

The second respondent said he was not in a position to answer the question in his official capacity and what he would be telling the researcher would be personal opinion since he was not from the Human Resource Department.

4.2.8 TOTAL QUALITY MANAGEMENT and vision 2030

The respondent from Human Resource Department said that Total Quality Management has a place in the long term vision of Kenya whose aim is transform the country to middle income status by the year 2030 by inculcation of the culture of leadership from the top rather than the bottom up approach, she further stated that with Total Quality Management emphasis on customer focus if the concept is picked up by the core economic sectors in public and private sector it would go a mile in ensuring that better service delivery which at the end of the day would mean that the vision 2030 won't turn into a mirage but a reality

The second respondent also reiterated the answer from the first respondent but added the notion that Total Quality Management brings out the concept of accountability and having measurable targets and rewarding performance which will lead to improve the performance of all the vital sectors of the economy

From the answers from the respondents it's deciphered that they agree that Total Quality Management is in tandem with vision 2030 and its implementation in both public and private sector should be encouraged.

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CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objective of the study. The objective of the study was to determine the influence of total quality management on human resource planning practices at Kenya Revenue Authority. This chapter we have the summary, conclusion and recommendation for policy and practice.

5.2 Summary of the Findings

The study aimed at to determine the influence of total quality management on human resource planning practices at Kenya Revenue Authority. The study found out that HR provides supervision of Total Quality Management implementation projects, provides training for the staff to be able to meet. Human Resource Department also provide leadership which is one the core of total quality management and at Kenya revenue authority the top most management are the main sponsors of this revolution of implementation of Total Quality Management and the commissioner general has been very supportive to the core of the implementation of Total Quality Management. since the implementation of Total Quality Management needs a lot of resources the commissioner general has made sure that the resources are available even if it means borrowing it from other votes so that the goals are achieved as the successful implementation of this project is at the core of aiding the authority achieve its goal of being the leading revenue authority in the region. The commissioner general following recommendations from Human Resource Department has put in place a

change management process that will aid the staff be prepared for the changes that come with the implementation of Total Quality Management and this has led to training of staff for the basics of change management and this although the services has been outsourced by Human Resource Department to Price Waterhouse Coopers it is being monitored by the HR department

The training for change management leads to trickle down of leadership to the outstations and the change managers coordinate the revolution coming from the Total Quality Management and it's the duty of Human Resource Department to evaluate the activities and effectiveness of the change managers and this has forced the Human Resource Department to cascade its duties to the outstations and post Human Resource officers those stations for easier management. The Human Resource Department has been forced to do this has communication has to be done at the ground level so as to give the staff more mandate and establish unity of purpose and manage direction .This is done by aiding create an internal environment where staff are fully involved in achieving Kenya Revenue Authority objective and this element of leadership has been encapsulated into the performance contract.

It was noted that Kenya Revenue Authority as an organisation has two types of customers namely the external and internal customers. The Kenya Revenue Authority staff feature as external customers where tax is collected from their business and employment income and they are also internal customers as they are served by Human Resource Department of Kenya Revenue Authority, The Human Resource Department when Total Quality Management was established was forced to put more emphasis on the internal customer and get their needs served with more efficiency. The Human Resource Department has worked on this and has even gone to an extend

to set up a customer care desk that serves the needs of the staff varying from medical, leave application, training needs and even delayed promotion queries. The urge to satisfy the needs of the internal customer have led the organisation to improve its outstation so that they can have the same amenities as the headquarters. In the context of external customers the Human Resource Department had the function of training the staff on customer relation skills at Kenya Revenue Authority Training Institute and it's now proved by Human Resource Department statistics that 100% of the near 4000 staff members have all undergone training on customer relation skills. She emphasised that the human resource department also undertook a job analysis and this led to recruitment and selection of thirty more officers to handle the customer care desk and the call centres. The Human Resource Department is also involved in coordinating and managing directly Corporate Social Responsibility activities by Kenya Revenue Authority.

It was noted that since the authority has a targeted collection which it has agreed to collect and signed a contract to this effect with the ministry of finance this figure is to be then trickled down to individual staff members who each at the end of the day has a specific target. For the officers to be able to meet this targeted collection several parts of the jigsaw puzzle have to be glued together to enable the achievement of this endeavour. It's the duty of the Human Resource Department to coordinate with the data analysis office and get the exact figures and what is needed for the individual officer to meet the targeted collection and then the Human Resource Department take these measures and put them in place and this is then involved in the performance contract. The Human Resource Department has the duties of planning for the signing of the performance contract and informing and enlightening each employee on his

target and this entails having sensitization seminars and also at the end of the day Human Resource Department has the duties that prompt appraisal are done and the recommendation are implemented i.e. the Human Resource Department has to plan for the consequence of the appraisal if it's a commendation letter, promotion, demotion or even dismissal or writing a show cause letter.

It was noted that Total Quality Management emphasised on the Involvement of people and the concept of involvement of people has led to the decentralization of HR activities in the authority. The Human Resource Department activities pre 2011 were concentrated at Times Tower and anyone who had an issue even at the Liboi Satellite station which is six hundred and fifty kilometres away had to come to towers but now Total Quality Management has brought the notion of involvement of people hence there was a needs analysis and it was established that support officers were needed in the outstation and this has led Human Resource Department to deploy more staff to this regional offices and also to train more officers so that they acquire basic skills to run themselves and become all run staff and this training was provided by staff

It was noted that with Total Quality Management having emphasis on continual improvement. This has led to the authority under the auspices of the Human Resource Department to establish a training school with a fully-fledged training programme. The main purpose of the establishment of this state of the art school and training facilities is to inculcate the continued improvement of staff and give them new skills and also to improve the skills they have and to make them competitive in the job market

It was noted that with Total Quality Management emphasis on factual approach to decision making this has led to effective decision are based on the analysis of data and

information and any decision that directly impacts on the employees has to be vetted by HR. This need for a factual approach to decision making has led to the full and complete overhaul of the code of conduct and it has set up mitigating and a schedule for handling disciplinary cases. The process of disciplinary cases handling has improved the work environment and reduced the chances of workplace envy having a negative impact on the workplace environment. It has also reduced the chances of people having trumped up charges against them and this has led to a more cohesive work unit. Also Human Resource Department has the duty to provide necessary skills for the staff by recommending staff for training and also employing the qualified staff to meet the staffing challenges caused by the implementation of Total Quality Management. He also emphasised that when implementing Total Quality Management the Human Resource Department has the duty to perform job analysis and come up with modes to meet the staffing challenges whether having surplus human capital or deficit in human capital. It also noted that HR has the ultimate duty in implementing the recommendation from the annual quality reports and also it provides the overall supervisory role for the ISO status of the authority.

It was found out that as the quality assurance department does the auditing of the ISO conditions the Human Resource Department has to do the overall supervision and to recommending staff for training to be ISO champions and change managers it's the Human Resource Department role to facilitate this training and procure the trainers and evaluate the suitability of the trainings. It is also the role of the head of Human Resource Department to facilitate the recognition and reward scheme for the employees who excel in the field of adhering to the Total Quality Management needs and principles. It's also the Human Resource Department role to have the core

principles of Total Quality Management inculcated in the performance contract in measurable terms. Also that it was the Human Resource Department's role to supervise and ensure the key goals and principles of Total Quality Management that lead to the ISO certification are met and adhered to. This is done by posting and training if ISO champions at the station level s they are the key to the proper adherence to the set conditions not only plastic condition meeting whereby the conditions are put in place for ISO audit purpose and not actual implementation.

It was noted that Leadership, need of Customer focus, Process approach to management decision and the need for them are captured in the fifth corporate plan and as the quality policy which is a formal statement from the management closely linked to the business and marketing states the need for the leadership and the emphasis of customer focus. With the developing of taxpayer charter and internal standards charter has also aided in the orientation of the organization to be more customer focus and also that each employee working toward a measurable objective, regular audit of the process and systems management, involvement of people are echoed in the fifth corporate plan and under the Rapid Result Initiative of the Total Quality Management assessment hence this are the core of Total Quality Management which are appearing on the taxpayers charter and internal standards.

The major role of Role of Human Resource Department in the implementation of Total Quality Management as per the finding was that the Human Resource Department has the role of planning and aligning its practices to meet the challenges that will be met in the human capital front by the authority when implementing the Total Quality Management to perform this function the HR department does the task of performing a job analysis and job evaluation and this leads to forecasting of the

human resource requirements and the requirements after the evaluation are compared with what is available at the moment and from this conclusion are made if the human capital is surplus or there is a deficit and if there is a surplus there should be plans to remedy the situation by restricted hiring, reduced man hours, early retirement and last option of layoffs but in the case of shortage of workers there is the need for training so that the available staff become multiskilled and hence able to multitask and also conduct a recruitment and selection process.

It is also noted that the major achievements of Human Resource Department are that it has managed to achieve a 100% training of all staff on customer relations skills, training of the staff and enlightening them on the vision, mission and core values of the organization, for the continual improvement of the skills of the staff the authority has invested in the establishment of the state of the art Kenya Revenue Authority Training Institute and now it's in the process of being linked up with the university of Nairobi to aid in training of Kenya Revenue Authority staff, the Human Resource Department also prides itself in the introduction of the graduate trainee programme whose aim is to have a pool of new employees to meet the forecasted labour need at a cheaper cost and have them integrated in the organizational culture hence easing assimilation.

It has been found out that Total Quality Management has a place in the long term vision of Kenya whose aim is to transform the country to middle income status by the year 2030 by inculcation of the culture of leadership from the top rather than the bottom up approach, it is noted that with Total Quality Management emphasis on customer focus if the concept is picked up by the core economic sectors in public and private sector it would go a mile in ensuring that better service delivery which at the

end of the day would mean that the vision 2030 won't turn into a mirage but a reality also that Total Quality Management brings out the concept of accountability and having measurable targets and rewarding performance which will lead to improve the performance of all the vital sectors of the economy

5.3 Conclusions

From the analysis of the data collected it was evident that they both respondents agree that HR has a role in Total Quality Management implementation. It was also evident that they both agree that Human Resource Department has a role in making sure the ISO certification status is maintained and met and that the Human Resource Department role in this is facilitation and training of the staff and provision of a supervisory role. It's noted that leadership, customer focus, system, process approach to management are the main Total Quality Management concepts captured in the fifth corporate plan and the onus is on the Human Resource Department to make sure the implementation is as smooth as envisaged in the plan and there are no human capital hiccups. I also managed to decipher from the findings that it should be realised that the role of Human Resource Department is to come up with Human Resource Planning practices to perform job analysis, job forecasting and remedy the situation that occurs on the human capital front whether availability of excess human capital or a deficit of it.

It's concluded that the achievements of Human Resource Department has managed to achieve a 100% training of all staff on customer relations skills, it has also managed to train over 3800 of the 4034 strong workforce on organizational culture, training of the staff and enlightening them on the vision, mission and core values of the organization, for the continual improvement of the skills of the staff the authority has

invested in the establishment of the state of the art Kenya Revenue Authority Training Institute and now it's in the process of being linked up with the university of Nairobi to aid in training of Kenya Revenue Authority staff, the Human Resource Department also prides itself in the introduction of the graduate trainee programme whose aim is to have a pool of new employees to meet the forecasted labour need at a cheaper cost and have them integrated in the organizational culture hence easing assimilation.

It should also be noted that Total Quality Management is in tandem with vision 2030 and its implementation in both public and private sector should be encouraged. It should be made mandatory for all public sector firms to introduce Total Quality Management. Lastly the study concludes that Total Quality Management has influence on human resource planning practices at Kenya Revenue Authority.

5.4 Recommendations for Further Research

Since this study adopted the interview method as the primary data collection method and the corporate plans as the secondary data collection, the researcher suggests that a study be carried out using other methods of primary and secondary data collection to see whether there will be difference in the results. These methods could include use of questionnaires, focus groups or internet sources. This study was carried out in Kenya Revenue Authority which is a state corporation, future studies should be carried out in the financial sector of the private sector.

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Appendix 1: Letter of Introduction

September 2012

Dear sir/madam,

REF: REQUEST FOR RESEARCH DATA

I am a student at the University of Nairobi studying Masters of Business Administration (M.B.A). I am conducting a management research on the influence of total quality management on human resource planning practices at Kenya Revenue Authority. In order to undertake the research, you have been selected to be one of the respondents.

This is therefore to request for your assistance in collecting information to facilitate carrying out of the research study, the information you will provide will be treated with confidentiality and will only be used for academic purpose and your name will not be mentioned in the report. Findings of the study, shall upon request, be availed to you.

Your assistance and cooperation will be highly appreciated.

Thank you in advance

Maurice Agireh Gayah

M.B.A. Student-Researcher

University of Nairobi

Appendix 2: Interview guide

Disclaimer

This interview is for academic purposes only and cannot be used in any other forum,

I guarantee you confidentiality

Respondent's profile

1. How long have you worked for Kenya revenue authority?
2. Give us a brief description of your responsibilities?
3. Give us a brief description of the changes quality wise that have taken place during your time in the authority?

PART II

1. In your opinion what is the role of Human Resources Management in Total Quality Management?
2. Kenya Revenue Authority is ISO certified what was your department input in this?
3. For the sustenance of the ISO status some conditions have to be met what is your Department's role in this?
4. Tell us about total quality management and its components in the fifth corporate Plan?
5. Was the human resource department involved in the coming up with the Total Quality Management Standards stated in the fifth corporate plan?
6. What is the role of HR department in the implementation of Total Quality Management?
7. Did the top management support the HR department in the implementation of Total Quality Management?

8. Tell us the Human Resources Planning practices that the HR department have put in places to meet the needs of successful implementation of the fifth corporate plan (special emphasis on Total Quality Management)?
9. What are the major successes of the HR department in the implementation of Total Quality Management?
10. In your opinion should implementation of Total Quality Management be made mandatory for all state Corporations?
11. In what ways do you think Total Quality Management would aid the country in achieving vision 2030?

Thanks for your continuance service to the authority.



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UNIVERSITY OF NAIROBI

DEPARTMENT OF BUSINESS ADMINISTRATION
NBA PROJECT SUPERVISION ALLOCATION FORM

INSTRUCTIONS: (To be completed by the student).all details are mandatory.

Name of student... J ^ M Mobile phone

K g . N o : i t l j u S ^ J x d i O ^ " Email address.. ^) ' . ! . i f . i ^ L ^

Proposed Title of the Study.....>.....*.....;.....-j.....
; R O l e O f H O ^ a i v i f r i ^ C ^ ^ f . / ^ f : ^ 5 ^ ^
E r i i * ' * * U q W) * " O f ^ l n W R £ v / £ ^ i i / c f t i / T U y f f t W

Specialization (Tick ss appropriate)

- Marketing [V]
- Human Resource Management
- Strategic Management
- International Business
- Insurance / Risk Management
- Other (specify)...

Preferred Supervisors (in order of preference):
1. MU' jfAo^octre.l" fenuU. KyKont.....2

Signature of student ^ ate

SECTION B: (To be completed by Allocation Committee)

Name of "Supervisor Allocated.....V. l ^ J ^ r ^ . V . r " Mobile No U . ? 3 : X T r / . . .

Name of Co-Supervisor, if any..... Mobile No.
IL ^

Total number of students allocated to the supervisor within the year to date.....>.....*

Name of person who will Moderate the Proposal.

Committee Secretary.

Name Signature..... Date

Thematic Coordinator.

Name. \ r . \ . : ^ Signature... .. Date. A.i.fcfe

Chairman of Committee:

Name. Signature. Date.

Chairman of Department: a J > / , m A

Name Signature..... Date.

xi ~ { ~ ^ : - H S ! I Y O F M d f p n
^ UP t i J S I N E f i S ' -

"his form is available in the department."Snideries•get}theirAopi?Sj^terc^OTTi the department after allocation is done.

The approved copy of this must be attached to the proposal when submitting for moderation and presentation.

- Original-to be filled in the Department
- Copy (photocopy) to be filed by Thematic Coordinator
- * Copy 2 (photocopy) to be filed by the Super/isor
- W ^ 0 j y " 3 (phococopy) to be filed by.the student