

**TOTAL QUALITY MANAGEMENT IMPLEMENTATION AND
SERVICE DELIVERY AT KENYA POWER**

BY

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DECLARATION

I declare that this research project is my original work and that it has not been previously presented for a degree at the University of Nairobi or any other university.

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Supervisor's Declaration

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

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DEDICATION

I dedicate this project to my family, Felix and Rose Mumo for their encouragement, moral and financial support during my time pursuing my MBA programme.

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ABSTRACT

Total Quality Management has played an important role in the development of contemporary management practices. Quality is considered as a key strategic factor in achieving business success. In order to enhance the competitive position and improve business performance, companies worldwide, large and small, manufacturing and service, have applied the principles of Total Quality Management. Despite the recent research efforts on effects on Total Quality Management, little work has been done on effects of Total Quality Management implementation and Service Delivery. This study sought to establish the effects of Total Quality Management implementation on Service Delivery at Kenya Power Company. The objectives of this study were to determine the effect of TQM implementation on Service Delivery at Kenya Power Company, to determine to which TQM has been implemented at Kenya Power Company and to establish the constraints facing the implementation of TQM at Kenya Power Company. This study adopted exploratory research design. A research questionnaire was used as a data collection tool with managers in various departments namely: Finance, Customer service, Human Resources & Administration, Quality assurance and IT. Data analysis was done using descriptive statistics i.e. mean and standard deviation. The finding of this study reveals that leadership had a positive impact on TQM implementation at Kenya Power Company. The research findings revealed that the major challenge in TQM implementation is cascading the program to the bottom of the pyramid. The study recommends that emphasis should be put on the incorporation of all the principles of TQM for successful implementation of TQM and for the overall success of the organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

With the ever rising level of competition among organizations, it is the aim of every organization to achieve and maintain a sustainable competitive edge. This is only possible if an organization engages in operations or produces products that are able to effectively compete in the market. Bearing in mind the nature of the current market; characterized by ever stiffening competition and ever changing customer expectations and demand, an organization must come up with unique competitive strategies and produce goods and services that continuously meet and exceed these demand and expectations. This calls for continuous quality improvement through participation of all stakeholders (internal and external customers of the organization) (Salaheldin, 2008).

In today's constantly changing business environment, providing a superior service quality, through an adequate and a strong focus on customer is one of the key factors enabling firms to gain a lasting competitive advantage in winning the market. For this, nowadays marketers are trying to focus more on a continuous monitoring and evaluation of service quality, involving various innovative offerings and service developments, which have a direct influence on customers' service experiences. Providing a quality service is therefore about meeting and even, depending on the company's capability, excelling customers' expectation. In other words, it is the difference between expectation prior to the service encounter and the actual perceived service that the company provides, making it to be reliant on the customers satisfaction or service experience.

One of the management approaches that can be used to achieve continuous quality improvement is Total Quality Management (TQM). Although TQM practices are applied differently in manufacturing and service industries, it is interesting to juxtapose and compare the TQM practices implemented and the relationship of these practices to service delivery in both manufacturing and service industries. Correctly managed TQM

towards achieving maximum service delivery is strategically and tactically important for obtaining a competitive advantage in the manufacturing and service industries (Cheah et al, 2009). The implementation of TQM involves the buying in of different units involved in the process of service delivery into the ideology and practices of quality management, which should be championed by the leadership of the organizational activities. That is, the support and primary activities of service delivery must inculcate quality in their activities.

To enhance service delivery and customer confidence, Kenya Power Company has successfully implemented TQM. This has turned to be a strategic force at the Company, which has resulted in numerous benefits including: accountability, improved customer satisfaction, superior employee focus and enthusiasm, decreased waste and enhanced overall performance and service delivery.

Kenya power and lighting company (KPLC) customers all over Kenya can electronically pay their bills in the more than 200 postal offices located in all major towns in the country, in commercial banks, supermarkets, and through MPESA and ZAP mobile phone bill payment services country wide. KPLC customers can check electricity bill balances through SMS and will soon be getting emails and SMS to alert before their electricity is disconnected or if their supplies are to be interrupted due to scheduled outages.

Minjoon et al (2004) points out that some TQM programmes in organizations have failed in the implementation due to negligence and reluctance of top management to delegate power and responsibility to subordinates. Soltani (2003), in his study identified reasons for failure in TQM programmes in manufacturing firms as management lack of knowledge about what TQM is, ineffective communication between management and employee and low involvement of other levels of management within the organization which leads to poor service delivery on the consumers.

As much as TQM is important to the performance of the organizations, the way it is implemented will greatly affect its effectiveness. According to (Ilies, 2011) to achieve TQM implementation, it is necessary to be aware of issues such as involvement of management in the improvement process of quality, changes in the organizational culture, continuous improvement, attitude, communication and recognition performance; managers' behavior; teamwork; program to meet customer expectations. Sebastianelli and Tamimi (2003), identified five barriers in the implementation of TQM as poor planning, practice management and development of human resources insufficient and inadequate, lack of quality planning, lack of leadership in the development of a quality culture and inadequate resources for TQM. These and other factors may render TQM ineffective hence effect on the level of service delivery in the organization. Those involved in the implementation of TQM have the responsibility to ensuring that the process is fair to those subjected through it so that the organization can benefit from the process.

Kenya power embraced TQM in the early 2000s through ISO 9001: 2000 where the board , management and staff committed to effective implementation and continual improvement quality management system that consistently meets the customers and other stakeholders requirement's and expectations. Concerns have been raised that TQM practice at Kenya power has been hindered by the lack of knowledge on TQM, ineffective communication, training and employee involvement. (www.kplc.co.ke)

1.1.1 Total Quality Management (TQM)

TQM is an approach to improving the effectiveness and flexibility of business as a whole. It is an essential way of organizing and involving the whole organization, every department every activity every single person at every level [Oakland (1989)]. Ishikawa (1985) defined TQM as a total systems approach, and an integral part of high level strategy which works horizontally across functions and departments, involving all employees, top to bottom, and extends backwards and forwards to include the supply chain and the customer chain. Feigenbaum (2014) defined it as a management approach that encourages everyone in the organization to focus exclusively upon serving the customer. Dean and Bomen (1994) defined quality management as approach to

management comprising mutually supported principles, where each of them is supported by a set of practices and techniques. ISO 9000:2000 defined TQM as coordinated activities aimed at the control and direction of the organization towards quality (ISO, 2000). Thus, it is visible from the various definitions that there is no unique definition of the TQM but there is a common thread of customer satisfaction and continuous improvement almost all definitions of TQM.

TQM is a comprehensive approach applied to improve competitiveness, effectiveness and flexibility through planning, organizing and understanding each activity, and involving each individual at each level (Oakland, 2003). It is defined by Slack et al. (2007, p 651) as “TQM a holistic approach to the management of quality that emphasizes that role of all parts of an organization and all people within an organization to influence and improve quality; heavily influenced by various quality gurus it reached its peak of popularity in the 1980s and 1990s”. There are several non Jordan specific studies such as Al-khalifa and Aspinwall, (2000); Chapman and Al-Khawaldeh, (2002); Alomaim, (2002); Abu-Hamatteh et al, (2002); Baidoun, (2004) and Al-Qudah, (2006), carried out in the Middle East that indicate that there are nine common TQM factors (top management commitment; communications and structure; employee empowerment and training; continuous improvement; customer focus; quality measurement and benchmarking; policy and strategic planning; organisational culture; supplier’s relationship) and that these factors have been applied to studies in similar environments of developing countries in general, and in the Arab world in particular. It is worth mentioning that none of these studies investigated the role that quality information system (QIS) plays in successful TQM implementation. Also, there is no clear evidence that the role of this factor in applying TQM has been studied in the Arab world. Therefore, the researchers in the present study investigated the role of these nine TQM factors plus the role of the quality information system. Generally QIS is considered a significant TQM function that plays a vital role in ICT company businesses and is a critical enabler of TQM. Successful organizations realise that information technology and information systems are core to their quality success (Ross, 1999). It has also been

identified as a significant element that influences service quality (Bharati and Berg, 2003).

Organizations face different challenges in TQM implementations (Rad, 2006). Organization's culture change has been identified as the most common barrier to successful TQM implementation (Gotzamani and Tsiotras 2002). Therefore, Organizations need to develop a best practice model for implementation, which is accepted by the culture. So that it is important to develop TQM programmes that are accepted culturally. TQM programmes are more likely to succeed if the prevailing organizational culture is compatible with the values and essential assumptions suggested by the TQM discipline (Kujala and Lillrank, 2004). Moreover, Tsang and Antony (2001) indicate that organizations have to generate a culture where all the organization members participate in the quality awareness programme and quality improvement projects relevant to their own place of work. Zack and Mckenney (1995), maintained that organizational context reflects the social cultural factors affecting knowledge, such as culture, power relations, norms, reward systems, and leadership style. Much of the empirical research on Arab management indicates that organizations in Arab countries face many organizational and managerial problems, stemming from their bureaucratic design and prevailing power culture (Sabri, 2007).

It is clear that TQM is necessary for organizations to achieve its uniqueness to their customers needs and its from this that the company gains competitive edge over their rivals. It is through TQM that an organization is capable of establishing the type of improvements that are required to propel the organization to greater heights in line with its corporate objectives.

1.1.2 Service delivery

Customer service has become a distinctive element to both product and service sectors and with the developments in information technology many organizations find demanding and knowledgeable clients. The worldwide trend toward service quality was initiated in the 18th century when businesses realized that a quality product, in itself, is

not guaranteed to maintain competitive advantage (Van Der Wal et al., 2002). Many researchers recognize that service quality can bring an organization a lasting competitive advantage. Quality of services can be the difference between success and failure in both service and manufacturing firms. Service quality, customer satisfaction and customer value have become the main concern of both manufacturing and service organizations in the increasingly intensified competition for customers in today's customer-centred era (Wang et al., 2004). As a result, many organizations are paying increasing attention to improve service quality. Service quality improvements will lead to customer satisfaction and cost management that result in improved service delivery (Stevenson, 2002).

Literature suggests that TQM can be usefully deployed in the Organizations. Most organization adapt TQM implementation efforts in order to respond to changes in the competitive context that surrounds them e.g. As a consequence of a desired need to develop or as a reaction for its survival. Implementation of TQM is considered as a substantial organizational change (Mc Adam & Bannister 2001). (Mc Adam 2002) To succeed with such change process, contextual aspects like organizational size need to be considered since business improvement approaches could be flawed in small organization when they do not address key features and constraint of that context.

There's considerable evidence that many organizations adapt TQM in the hope of rapid painless change as well as legitimacy in eyes of investors. Douglas & Judge (2001) found that leaders mostly provide only lip service for quality improvement whereof their actions do not support it, thus reducing the successful implementation of TQM and beneficial results of this implementation. Sommer and Merritt (1994) and Rad (2005) also argued on the need for leader's thoughtfulness to TQM strategies as they significantly relate to employees behaviors towards TQM implementation. The discrepancy in formulating and implementing TQM policy is more pronounced when it comes to the implementation of TQM and consequent organizational performance in service sector (Al-Swidi, 2011).

1.1.3 Kenya Power

Kenya Power traces its history from 1875 when Seyyied Barghash, the Sultan of Zanzibar, acquired a generator to light his palace and nearby streets. This generator was acquired in 1908 by Harrali Esmailjee Jeevanjee, a Mombasa based merchant, leading to the formation of the Mombasa Electric Power and Lighting Company whose mandate was to provide electricity to the island. In the same year Engineer Clement Hertzels was granted the exclusive right to supply Nairobi city with electricity. This led to the formation of the Nairobi Power and Lighting Syndicate. In 1922, the Mombasa Electric Power and Lighting Company and Nairobi Power and Lighting Syndicate merged under a new company now as East African Power and Lighting Company (EAP&L). The EAP&L expanded outside Kenya in 1932 when it acquired a controlling interest in the Tanganyika Electricity Supply Company Limited and later obtaining a generating and distribution licenses for Uganda in 1936, thereby entrenching its presence in the East African region. EAP&L exited Uganda in 1948 when the Uganda Electricity Board (UEB) was established to take over distribution of electricity in the country.

On February 1, 1954 Kenya Power Company (KPC) was formed and commissioned to construct the transmission line between Nairobi and Tororo in Uganda. This was to transmit power generated at the Owen Falls dam to Kenya. KPC was managed by EAP&L under a management contract. In the same year, EAP&L listed its shares on the Nairobi Securities Exchange. EAP&L exited Tanzania in 1964 by selling its stake in TANESCO to the Government of Tanzania. Due to its presence in only Kenya, EAP&L was renamed the Kenya Power and Lighting Company Limited (KPLC) in 1983. Kenya Power and Lighting Company (KPLC) was rebranded Kenya Power in June 2011.

Kenya Power owns and operates most of the electricity transmission and distribution system in the country and sells electricity to over 2.6 million customers (as at April 2014). The Company's key mandate is to plan for sufficient electricity generation and transmission capacity to meet demand; building and maintaining the power distribution and transmission network and retailing of electricity to its customers. The Government has a controlling stake at 50.1% of shareholding with private investors at 49.9%. Kenya Power is listed on the Nairobi Securities Exchange.

Kenya Power is committed to providing high quality customer service by efficiently transmitting and distributing high quality electricity that is safe, adequate and reliable at cost effective tariffs. The Board, Management and staff of Kenya Power are committed to effective implementation and continual improvement of the Quality Management System that complies with the requirements of ISO 9001:2008 in order to consistently meet its customers and other stakeholder's requirements and expectations. It is from the ISO certification that the company embraced TQM and has been hampered due to noncompliance with the procedure and principles of TQM implementation. While other organizations, run TQM like a program which they expect to function and perform the magic by itself, others have used halfhearted approach to it, by using some bits and pieces of the principles. It is from this that organizations find that TQM initiatives fail and Kenya Power Company has not been spared with the problem that is seen to influence on its service delivery level.

KPLC in December 2008 adopted mobile phone and supported automated systems that enable customers to pay bills and make inquiries through electronic money transfers - M-PESA service or through ZAP services. This automated systems for bill enquiry and payment offers self-service for the customers therefore reducing time taken in long queues in banks or organizations pay offices to make payments or inquire for bills.

(www.kplc.co.ke)

1.2 Research Problem

The impact of TQM implementation on service delivery and business value is an important issue for researchers, resource managers and other stakeholders. TQM and service delivery include productivity enhancement, profitability improvement, improved work relations, competitive advantage and efficient use of resources at both intermediate level and organizational level (Parasuraman, 2005). While institutions invest heavily in Total Quality Management resources both in developing and developed countries, much attention has not been given to the understanding of how TQM creates value in business especially in developing countries (Devaraj 2003). Considering the enormous benefits that are experienced by multinational organizations on the adoption of TQM, the local

business organizations have moved to adopt TQM. However, they still experience some obstacles or hindrances in the effective and efficient use of the TQM in their operations.

In Kenya, many organizations, especially at the service industry have embraced quality management techniques such as ISO standards and TQM programs. For instance, all government parastatals and Public Universities in Kenya are currently ISO certified (Kenya Bureau of Standards, 2014). It has been pointed out that some elements of TQM are not adhered to making it less effective to address the challenges to quality. Despite the existence of quality policy across organizations in Kenya, concerns have been raised over the lack of implementation of TQM across organizations. Kenya Power Company has not been spared to the problem of implementing Total Quality Management and service delivery.

This research work therefore, investigated on the impact of TQM on service delivery in Kenya Power and Lighting Company. Despite the adoption of Total Quality Management in Kenya Power, there are still problems being experienced in service delivery and sometimes users complains that they are not getting the best services form the company and at times programmes are implemented without their involvement. Management and other stake holders would like to find whether there is value for the investments in TQM and therefore, this study was guided by the following research questions: To what extent has Total Quality Management been adopted in Kenya Power? What factors have hindered full realization of value of TQM investment in Kenya Power? What are the impacts of TQM systems on service delivery at Kenya Power? Answers to these questions will provide elaborate understanding of TQM and service delivery at Kenya Power

In practical business settings, implementation of TQM requires a great deal of change in most organizations. For this change, some factors or associated activities are involved to implement TQM in organizations. The implementation of TQM in practice is not straight forward as TQM does not occur overnight. It takes long time to be effective in changed culture. Indeed, it requires time and patience to complete the process of sharing

organizational culture. Moreover, the results may not see for a long period of time. Several steps must be taken in the process of shifting to quality management in an organization. Total Quality Management has always been seen as a critical issue to gain competitive edge over rivals. As a result this topic has attracted the attention of many researchers who have given a great deal on TQM and its implementation.

Soltani (2003), in his study of one hundred and fifty UK-based quality-focused organization's identified reasons for failure in TQM programmes in manufacturing firms as management lack of knowledge about what TQM is, ineffective communication between management and employee and low involvement of other levels of management within the organization. Mosadeghrad (2014) states that TQM aims to enhance customer satisfaction and organizational performance by providing high quality products and services through participation and collaboration of all stakeholders, teamwork, a customer orientation, continuous improvement and process performance by applying the techniques and tools of quality management.

Ater (2013) notes that although most firms in the developing economies appreciate quality management they face a number of challenges in implementation of quality practices making it difficult for them to fully comply with quality management. (Oluyede, 2010) study found out that, TQM is now creeping in Kenya, at the public sector organizations more so in the service provision sector, including education, information, healthcare and tourism. In the education sector TQM is commonly used among the higher learning institutions. The use of TQM in these institutions has come under serious threat due to the managerial styles, organizational culture, technological orientation and the mode and system of communication.

Omware (2012), adoption of TQM for the first time is associated with development of new organizational policy, new procedures and new tools that must be learned. TQM is an organizational change process that is often associated with instability, confusion, and employees' resistance and must be carefully initiated through consistent management involvement. Ilies, (2011) To achieve TQM implementation desire, it is necessary to be

aware of issues as involvement of management in the improvement process of continuous quality basic strategic objective, changes in organizational culture: implementing a philosophy that confirms this focus, encourages the involvement of all staff, as well as internal customers, continuous improvement, Introducing the change through instruction, communication recognition performance; managers' behavior; teamwork; program to meet customer expectations , attitude of the managers who have to use quality tools and encourage communication and feedback to ensure an enabling environment for improved quality, developing quality strategy by defining the mission and quality policy formulation to achieve the strategic objectives of quality and training and development of staff.

Awino (2012) implementation of quality management systems in horticultural industry in Kenya is faced by many challenges such as employee resistance, lack of qualified personnel, lack of management commitment and high financial costs which will impact on the service delivery. Iseu (2013) established that there existed a significantly strong 5 positive correlation between extent of participation, top management commitment, school culture, capacity building and experience and heads of departments' participation in TQM among secondary schools in Makueni County, Kenya. Muturi (2013) found out that the main problems towards TQM implementation in Kenyan SMEs was lack of management/ leadership commitment, employee participation and employee training.

1.3 Research Objective

To establish the relationship between implementation of Total Quality Management and service delivery at Kenya Power Company

1.3.1 Specific Objective

The specific objectives of the study were to

- I. Determine the extent to which total quality management has been implemented at Kenya Power Company.

- II. Determine the effect of Total Quality Management implementation on service delivery at Kenya Power Company.
- III. Establish the constraints facing implementation of total quality management at Kenya Power Company.

1.4 Value of the Study

Upon completion, the findings of this study will be beneficial to the following categories of people: Those in the academic world will be able to get reference material on the relationship between implementation of TQM and service delivery. It will also form part of the known literature on Total Quality Management that can be used in academic research.

Kenya Power Company will also benefit from the findings. The company will be able to understand the concept of TQM implementation and service delivery. By gaining this understanding, the company will be able to take measures that will assist in implementation of Total Quality Management.

Other public sector organizations encounter similar challenges since they operate under similar circumstances. The findings of this study will be therefore, be a learning point for other organizations especially companies formed by the government. They will be able to understand the constraints to implementation of TQM and the best way to overcome the challenges.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the relevant literature that has been reviewed in the area of Total Quality Management. It will also highlight various researchers and authors that have emphasized more on the topic. The chapter also presents theories underpinning the study, summary of the literature review and the conceptual framework.

2.2 Theories Underpinning the Study

The debate on the constraints to implementation of Total Quality Management can be addressed in light of the theories of the subject area.

2.2.1 Leadership Based Theory

The theory suggests that leadership plays an important contributor to successful implementation of Total Quality Management. Initial formal study, which began in the 20th century, focused on trait theories, behavioral theories and different leadership styles. Mary Parker Follett [1940] an early writer on leadership suggested "the law of the situation" and the need for managers to focus attention on improving methods. Barnard (1938) developed the "moral factor about leaders and specified a leader's responsibilities to employees by ". . .subordinating individual interest. . .to the good of the cooperative whole." (Barnard, 1938) Current interest is on the structural (contingency) and transformational approaches to leadership. Warren Bennis and Burt Nanus [1985], who are probably contingency theorists, suggest the key responsibilities of a leader are to understand the cube, provide a vision, and encourage innovation and creativity.

Paul Hersey and Kenneth Blanchard [1988] define leadership as influencing people to strive willingly to achieve group goals. They propose a model for leader effectiveness based on the leader's emphasis on task and relation (people) behavior. As people become more mature the most effective leadership approach evolves--in the Herseymlanchard

model--from telling and selling (coaching) to participating and then to delegating. TQM evolves in a similar way by first encouraging individuals to more willingly participate in the design process. Later, as they become more confident they are provided with responsibility and accountability over the processes they operate and empowered to take independent action.

2.2.2 Institutional Theory

The theory recognizes the embedment of institutional actors in an environment of formal and informal rules. Institutional theorists suggest that organizational actions and processes are driven by their actors in order to justify and plausibly explain their actions. According to this perspective, strategy implementation are rationally accounted for by organizational actors and rooted in the normative and social context that motivates actors to seek legitimacy (Dacin, Oliver et al., 2007). Through various cognitive, normative and regulative forces organizations adopt a standardized set of practices (Scott 2001). In other words, an organization is composed of three pillars: the cultural-cognitive, normative, and regulative elements that together with associated activities and resources provide stability to social life. Organizations try to fit in with the norm by adopting strategy implementation that validates them as part of the organizational field. In essence, traditional institutional theory believes that organizational fields become structured by powerful influences among organizations.

The adoption of a system such as strategy implementation is highly dependent on the extent to which it is institutionalized by legitimacy. Legitimacy concerns lead organizations to adopt practices that “conform to the mandate of the institutional environment” (Kraatz and Zajac, 2006). Institutions are carried by formal organizations, regimes which convey a central authority system, and by culture, which gives meaning to the customary and the conventional in daily life. Institutions are also carried by individuals, and provide accounts of the social and legal constructions of individual identity (Friedland and Alford, 1991). Institutional theory argues that all organisations take the shape they do because they “draw from the culture around them value-based notions of how things should be organized” (Tolbert and Zucker, 1996). While

institutional theory is becoming an increasingly important lens for studying all types of organisational phenomena, it is particularly appropriate for the study of public sector organisations, as these are perceived to be more susceptible to institutional forces than their profit-oriented counterparts (Frumkin and Galaskiewich, 2003).

2.3 Total Quality Management

TQM is an approach to improving the effectiveness and flexibility of business as a whole. It is an essential way of organizing and involving the whole organization, every department every activity every single person at every level [Oakland (1989)]. Ishikawa (1985) defined TQM as a total systems approach, and an integral part of high level strategy which works horizontally across functions and departments, involving all employees, top to bottom, and extends backwards and forwards to include the supply chain and the customer chain. Boaden (1997), considers the importance of TQM for a number of reasons, viz., TQM is increasingly taught as an academic subject; there is broad based developing body of research on TQM; TQM and quality management are often confused; and evidence reading the „success“ of TQM is mixed. Feigenbaum (2011) defined it as a management approach that encourages everyone in the organization to focus exclusively upon serving the customer. ISO 9000:2000 defined TQM as coordinated activities aimed at the control and direction of the organization towards quality (ISO, 2000). TQM is defined as an action plan to produce and deliver commodities or services, which are consistent with customers' needs or requirements by better, cheaper, faster, safer, easier processing than competitors with the participation of all employees under top management leadership (Lakhal et al., 2006).

TQM is a management philosophy oriented to increasing operating and business results of an organization through activities of continuous improvement (Agus, 2005; Antony, Leung, Knowles, & Gosh, 2002; Krumwiede & Lavelle, 2000; Noronha, 2002; Powell, 1995; Prajogo, 2005). As such, the philosophy is composed of principles, models and practices: practices are the observable actions that illustrate the underlying principles, while principles are the beliefs or dogmas (Boaden 1997; Powell, 1995). Models are conceptual frameworks developed from the TQM principles that have been adapted to

changes in the atmosphere of business. Examples of the TQM models include ISO 9000:2000, Malcolm Baldrige, Six Sigma, and the European Foundation for Quality Management (EFQM) excellence model. The principles constitute the deepest and most constant part of the management philosophy; however, researchers have not yet reached a consensus on the TQM principles and whether the principles are universal (Powell, 1995; Samson & Terziovski, 1999; Zeitz, Johannesson, & Ritchie, 1997). Despite being a widely used term, TQM does not have a unique definition (Morris, 2006; Zhang, Waszink, & Wingaard, 2000). A reason is that TQM is comprised of several management practices that group around certain principles established by the pioneers of this concept, such as Deming or Juran, at different points in time. Dow, Samson, and Ford (1999) indicated that most of the studies about TQM included concepts developed by quality pioneers to define quality practices. However, such use could limit the number of practices and did not allow for adequate coverage of the whole concept. TQM practices, and not principles, are observables in a company (Boaden, 1997). However, consensus does not exist on which practices researchers consider part of TQM (Dow et al., 1999).

TQM Practices Several authors made different propositions about what constitutes TQM practices. Each quality management model contains a group of practices organizations should implement. Auditing of the practices can corroborate whether or not the company is following the model. Different approaches exist to indicate what practices should form part of TQM. TQM includes a group of management practices with the purpose of improving an organization's performance. On the other hand, a company does not need to implement a quality management model to use the management practices associated with the concept. TQM practices that deal with company's processes include leadership, or management commitment, since the manager is responsible for the processes and resource allocation; suppliers' management, which involves the processes' inputs; and customer focus, which includes processes' results. Practices that involve personnel management, includes empowerment, which is the level of power granted to employees for decision making; employee involvement, that has to do with human resource management in the company; and employee training, to provide the necessary level of

competence for employees to carry out their work. Finally, the tools and techniques relates to the use and analysis of information and to the product and service design.

2.4 Total Quality Management Implementation

The research paper will look at implementation of Total Quality Management based on the critical factors i.e. Leadership, Training, organizational culture, and communication.

2.4.1 Leadership

Leadership plays a critical role in any key business decision. Consequently, the success of any critical decision made in an organization is highly dependent on top management support and commitment (Zakuan et al., 2012). Quality issue has become of great importance to every organization and no management can afford to let nature take its course when it comes to quality. The top management must play a leading role by making available the critical resources, establishing an organization wide quality policy that is well communicated to all stakeholders, establishing a quality management structure and managing the entire process through close monitoring and evaluation. This must be supported by an organization culture and climate of open cooperation and team work among stakeholders in quality management (Sharp et al., 2000). As cited by Zakuan et al (2012), Deming (1986) urges that managers must institute leadership to usher the quality transformation process.

Parameshwar and Srikantia (2000) discussed two types of leadership: transformational leadership and transactional leadership. Transformational leadership is leadership that is based on an ideologically anchored vision while transactional leadership is based on reward control mechanisms and emphasizes on clarification of followers roles and goals and the way the desired outcome will follow after achievement of the set goals. Champions of innovation tend to exhibit transformational leadership behavior; they try to initiate influence through calculated tactics in their work environment. Arshida & Agil (2012) points out top management commitment as an essential element for ensuring successful TQM implementation.

The top management must be on the fore front of the quality management process starting from the initial stages. According to Omware (2012), adoption of TQM for the first time is associated with development of new organizational policy, new procedures and new tools that must be learned. TQM is an organizational change process that is often associated with instability, confusion, and employees' resistance and must be carefully initiated through consistent management involvement. This was consistent with Samir (2004) that top management must develop clear quality mission and goals and identify quality values and communicate them to all employees. They must put in place a proper quality planning process, and a good quality management structure to ensure successful implementation.

Sallis (2002) further argues that if TQM is to work it must have the long-term devotion of the senior staff of the institution. They must back it and drive it. Senior management may themselves be the problem. They may want the results that TQM can bring, but be unwilling to give it their wholehearted support. Many quality initiatives falter because senior managers quickly return to traditional ways of managing. Fear by senior managers of adopting new methods is a major barrier. If senior management do not give TQM their backing there is little that anyone else in the organization can do.

2.4.2 Training

Zakuan et al. (2012) considered training as an important factor that boosts employees' efforts towards improvement. To him, quality training includes educating and training of employees at all levels in the organization with an intention of broadening their knowledge on quality issues and programs and providing them with information about the organization's quality mission, vision and general desired direction. According to Jamali et al. (2010), employee training is one of the most important requirements in a successful TQM implementation. Management personnel, supervisors and other employees require skills and knowledge on quality dimensions and management as well as their roles in TQM implementation. Owing to the fact that market quality needs are very dynamic, organization must ensure continuous employee development and training on quality management.

2.4.3 Organizational culture

Organizational culture is defined by Waliand Boujelbene (2011) as the set of organizational practices that are seen as characteristic for an organization. It gives the values, norms and principles that guide daily operations of an organization. Nezhadet al, (2012) discussed four dimensions of organizational culture: group culture that emphasizes on flexibility and cohesion among employees of an organization and advocates that top management should promote employees participation and empower them, developmental culture that advocates for flexibility and change based on the external environment, rational culture that which is oriented towards the external environment but focuses on control and stability and hierarchical culture that focuses on internal focus and control through internal efficiency and adherence to law. Wali and Boujelbene (2011) on the other hand discussed organizational culture under orientations. They discussed four orientations: innovation orientation, stability orientation, results/outcome orientation, people orientation and communication orientation. An organization must come up with quality culture that must be integrated with other dimensions of culture if it has to succeed in TQM management.

Sallys (2002), TQM requires a change of culture which is notoriously difficult to bring about and takes time to implement. It requires a change of attitudes and working methods. Staff needs to understand and live the message if TQM is to make an impact. However, culture change is not only about changing behaviors. It also requires a change in institutional management. Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values. Conversely, there is weak culture where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy. Where culture is strong, people do things because they believe it is the right thing to do, there is a risk of doing it another way.

2.4.4 Communication

Kasongo & Moono (2010), defined communication as the exchange of ideas, messages, or information between people through speech, signals, or writing. According to him, success of an organization depends on communication such that when the process is altered, the entire organization suffers. Every organization must therefore put into place proper communication systems that facilitate horizontal, vertical, upward and downward exchange of information. According to Murphey (2009), both internal and external communication is critical in implementation of quality programs. It enables stakeholders both within and outside the organization to have an in depth understanding of quality and its management. Top management must translate quality information in understandable form that all stakeholders can understand put in place feedback channel to allow a two way communication process.

2.5 Challenges to Total Quality Management implementation

There are various challenges faced by most organizations during implementation of quality management practices. These challenges create a hindrance towards successful implementation of quality management practices making it difficult for an organization to provide quality services to the customers and other stakeholders, Ngure (2012).

Understanding the factors likely to impede the implementation of the TQM allows managers to develop more effective strategies for improving the chances of successfully deploy TQM and thereby to achieve excellence in the business (Jacobsen, 2008). Sebastianelli and Tamimi (2003), have identified five barriers in the implementation of TQM: Poor planning, practice management and development of human resources insufficient and inadequate, lack of quality planning, the lack of leadership in the development of a quality culture, inadequate resources for TQM and Lack of customer orientation. Johnson (2013) argues that the main barriers were found to be the lack of benchmarking and employee resistance to change. Organizations must understand that benchmarking is a tool used to identify strengths and weaknesses in comparison with the best companies in their industry. Employee resistance can be overcome by appropriate training and involving them in the planning and implementation phases of TQM. It was also found that insufficient resources were an obstacle to the implementation of TQM.

Mosadeghrad (2014) addresses the barriers to deployment TQM in a more complex way, in the sense that its research was carried out in 23 countries, of which 28 studies were conducted in developed countries, and 26 studies in developing countries. It states that the research conducted since the 1990s (Mosadeghrad, 2014) have shown very high rates of failure in the implementation of the TQM, authors like Schonberger, (1992); Eskildson, (1994); Elmuti et al., (1996); Tata and Prasad, (1998) reported increases of only 20-30% performance improvement organizations after implementation of the TQM, while Burrows in 1992 reported a failure TQM rate of 95% (Sebastianelli, 2003). Smith, (2004) explained that quality management programs have failed because they were „programs of the month“. According to him, implementing quality throughout an organisation is not the result of a formalised programme but requires a cultural change in the way activities is conducted. Ugboro and Obeng, (2000) in their research they found out that the half-hearted implementation of TQM as a major reason for its failure in most organisations. According to them, organisations are only willing to implement just those aspects of TQM which is supported by existing organisational culture. Their findings revealed that employees did not feel as part of the decision making process and their ability to make contributions to quality improvement were restricted due to the limited authority granted them to carry out their activities.

Furthermore, government has a positive or negative impact on the functioning of human resource practices and training programmes (Ehrenberg and Stupak, 1994). However, Gosen .,et al (2005) stated that governments in developing countries can more effectively help in enhancing local capability without diminishing quality by being more efficient themselves, providing financial and technology support, and making industrial development an important priority. It is worth mentioning that a number of gaps have been identified in the literature concerning the role of government effect on TQM implementation in developing countries. Furthermore, there are a number of other barriers to TQM implementation success, such as lack of continuous improvement (Adebanjo and Kehoe, 1998, Tamimi and Sebastianelli, 1998). The lack of top management commitment is also identified as one of the main obstacles to successful TQM implementations (Macdonald, 1998; Najmi and Kehoe, 2000; Amar and Zain,

2002). Also, the inefficient knowledge and understanding of the concept of TQM is recorded as one of the top difficulties that face TQM (Huang and Lin, 2000). However, the developing countries suffer from poor quality products. Low product quality is term that has become synonymous with the customer goods manufactured in the developing countries (Lakhe and Mohanty 1994). Sandholm (1999) refers to certain inhibiting factors to TQM in developing countries as low purchasing power, a shortage of goods, foreign exchange constraints, an unfinished infrastructure, insufficient leadership and insufficient knowledge.

It has also been argued that for companies to realize the value of a TQM implementation, it must have an internal organizational structure that is capable of fully supporting the implementation (Waldman & Gopalakrishnan, 1996).

According to Shea and Howell (1998), the preferred structure for organizations that implement TQM balances the need for control of activities with the flexibility needed to respond and adapt quickly to the changing marketplace. It is thus important to assess organizational structure when evaluating an organization's TQM implementation. The purpose of this study was to examine the degree to which a comprehensive set of TQM practices was implemented in a set of organizations, the effect of organizational structure on implementation effectiveness, and the corresponding competitive advantages gained through Total Quality Management.

IberAfrica a major Independent Power Producers in Kenya which contributes to 10% of the electricity to the national grid. One of the key issues that hindered the growth of IberAfrica is the poor implementation of Total Quality Management. Statistics available from World Bank (WB) shows that successful implementation rate at 60%. IberAfrica has achieved TQM implementation at 40 % according to annual report of the IberAfrica (ERC, 2012). Although IberAfrica has embraced TQM, its profitability has declined in recent years resulting from not meeting the set ERC standards like poor management styles, lack of training and use of out-dated technologies (ERC, 2012).

2.6 Total Quality Management and Service Delivery

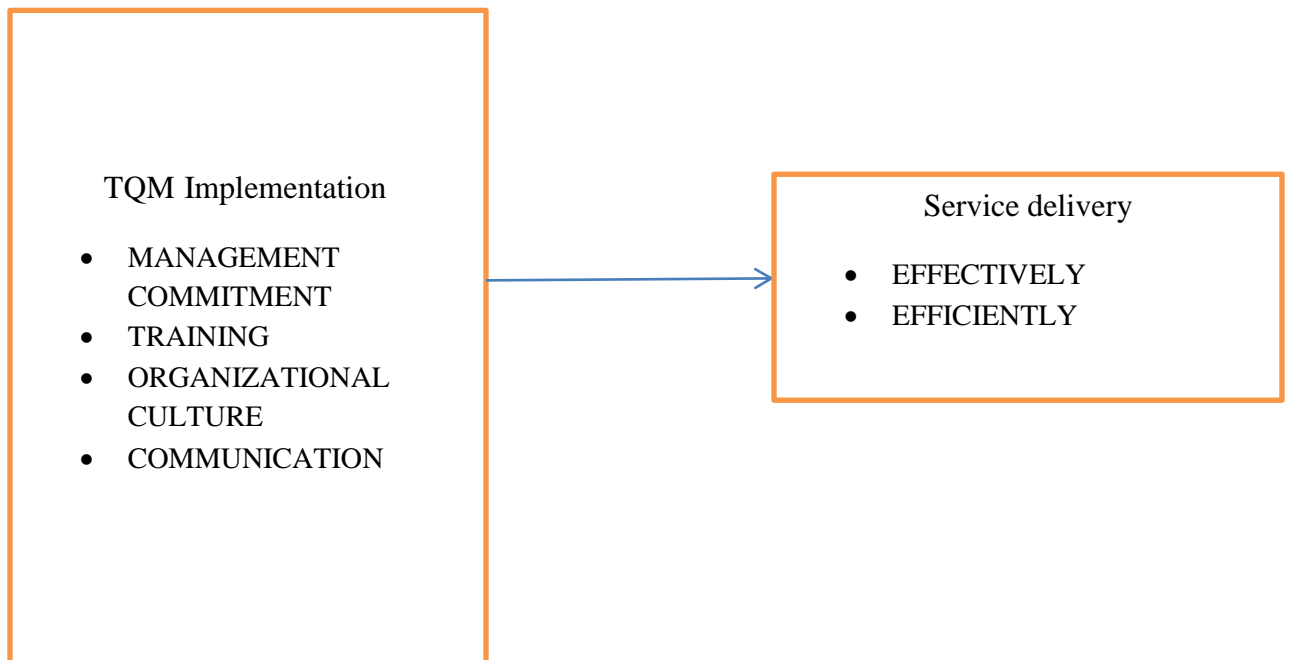
Delivery TQM is not only limited to product quality improvement. It also covers a wider aspect of quality. Previous empirical studies regarding the linkage between TQM and competitive advantage as well as quality have shown significant and positive results. The main focus of TQM as suggested by Ishikawa (1972), Crosby (1979), Deming (1982) and Juran (1988) is to improve overall quality including process quality and service quality (Litton, 2001). Successful TQM implementation will give benefits in improving quality and reducing wastage as well as reduction in costs of poor quality such as scrap, late deliveries, warranty, replacement, etc (Antony et al., 2002). Furthermore, Brah et al. (2002) supported the proposition that TQM implementation correlates with quality conformance. Cook and Verma (2002) found that according to the perceptions of bank employees, quality systems affects service quality that in turn relates to organizational performance. Effective TQM processes can generate marked improvements in both product and service quality which then results in increased customer satisfaction and organization's profitability (Litton, 2001). By establishing a motivated, customer oriented management philosophy and practice; internal service quality levels will be more favorable. It was also found that employees' possessing organizational knowledge and skills are important in delivering service quality in which high levels of employee morale and satisfaction were found dependent on the empowerment and involvement of employees (Geralis and Terziovski, 2003; Prajogo and Sohal, 2006).

2.7 Conceptual Framework

A conceptual framework can be defined as asset of broad ideas and principals taken from relevant fields of enquiry and used to structure a subsequent presentation Reichel & Ramey (1987). The schematic diagram below will not only guides the study but will also show the interrelationship among key variables in the study as illustrated in Figure 2.1.

Independent variable
variable

Dependent



Source Author (2015)

Figure 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives the methodology that was used to accomplish the already research objectives and questions. It gives direction to follow so as to get answers to area of concern. Here the research design, target population, sampling design, sample size, data collection and analysis, reliability and validity and ethical consideration are briefly discussed.

3.2. Research Design

The study adopted an exploratory research design. Rajendra (2008) argued that research design focus on the structure of an enquiry, which lead to the minimization of the chance of drawing the wrong casual inferences from the data. Exploratory research is defined by Burns and Groove (2001) as research conducted to gain new insights, discover new ideas, and for increasing knowledge of the phenomenon.

3.3 Population of the Study

The population of this study involved workers at Kenya Power Company. Kenya Power Company has a total of 10,590 employees both at the Head office, regional and county levels. These employees were the target population for the study.

3.4 Sample Size

Stratified random sampling was used since it works more effectively where the sampling frame is heterogeneous. The population was divided into small groups called strata then a systematic technique was used to select members who will participate in the study from each stratum.

Table 3.1 Sample Size

Management level	Total Number	Rate	Sample size
Top level	50	0.5	25
Middle level	100	0.5	50
Support Staff	200	0.5	100
TOTAL	350		175

Source: (Author 2015)

3.5 Data Collection

The researcher collected qualitative data as the study aimed to achieve an in-depth understanding of the situation. Qualitative techniques of data collection employed in-depth interview using questionnaires. The questionnaire was structured with open ended and closed ended questions. Open ended questions enabled the respondents discuss issues without their responses confined and also allowed more spontaneity of response and provided opportunities for self-expression as observed by Mutai (2000). While closed questions had an array of choices or answers from which the respondents choose from. Such questions are easier and quicker to answer and the responses were more comparable among respondents.

3.6 Data Analysis

The data collected shall be analyzed using descriptive statistics including percentages, mean and standard deviation with the help of Statistical Package of Social Science Software (SPSS). The presentation is in form of tables and pie- charts. The analysis seeks to meet the research objectives. The mean scores will be used to arrange the factors in order of their importance.

CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND FINDINGS

4.1 Introduction

This chapter presents the findings of the study on total quality management implementation and service delivery at Kenya Power Company. A total of 175 questionnaires were distributed, 120 questionnaires were successfully filled and collected. This gives a response rate of 69%, the findings of the study are presented next.

4.2 Demographic Information

Table 4.1: Gender

	FREQUENCY	PERCENTAGE
MALE	72	60
FEMALE	48	40
TOTAL	120	100

It is clear from the findings as tabulated in Table 4.1 that 60% of the respondents who participated in the study are males where as 40% were females.

Table 4.2: Age

	FREQUENCY	PERCENTAGE
18-30	15	12.5
31-40	30	25
41-50	40	33.3
50 & Above	35	29.2
TOTAL	120	100

From the findings, most of the respondents, 12.5% indicated that they were aged 30 years and below, 25% were between 31-40 years of age, 33.3% of the respondents were aged between 41-50 years while 29.2% were aged between 50 or more years. This implied that respondents from diverse age groups were incorporated in the study.

Table 4.3: Education Background

	FREQUENCY	PERCENTAGE
Secondary level	10	8.3
Diploma	25	20.8
Bachelor's Degree	50	41.7
Masters & Above	35	29.2
TOTAL	120	100

Based on the study findings, a majority 41.7% of respondents indicated that they had attained university degree, 20.8% had attained diplomas with 8.3% being in possession of secondary school certificate. 29.2% of the respondents had attained masters & above. This signified that the respondents had academic qualifications and therefore well placed to participate in the study.

Table 4.4: Position held in the organization

	FREQUENCY	PERCENTAGE
Top Management	20	16.7
Middle Management	70	58.3
Support Staff	30	25
TOTAL	120	

Based on the study findings, a majority 58.3% of respondents were under middle management, 16.7% are top management and 25% are support staff.

Table 4.5: Department

	FREQUENCY	PERCENTAGE
Hr & Administration	20	16.7
Finance	10	8.3
IT	15	12.5
Customer service	40	33.3
Quality	35	29.2
TOTAL	120	100

The researcher sought to find out the distribution of the respondents across the department of the company. The main purpose of this was to ensure that each of the department was fairly represented. It is clear from the findings as tabulated in Table 4.5 above that the respondents were picked from all departments. Hr & Administration department had 16.7% of total respondents, Finance had 8.3%, IT had 12.5%, Customer service had 33.3% and Quality department had 29.2%. This implies that the results obtained can be generalized to the entire company since all departments are fairly represented.

Table 4.6 Communication

	N	Mean	Standard deviation
There is no free flow of quality management information across all departments in your organization	120	2.25	0.853
There is a well-developed feedback mechanism in your company	120	2.33	0.911
The organization gets and responds timely to information with regards on quality	120	2.30	0.904

The study sought to investigate how the respondents rated communication on TQM implementation at Kenya Power Company. From the Table 4.6 above, the average mean is ~2.3. we can therefore conclude that the respondents agreed that there was free flow of quality management information across all departments in their organization, there is a

well-developed feedback mechanism in their company, the organization get and responds timely to information with regards on quality.

Table 4.7 Organizational Culture

	N	Mean	Standard deviation
To what extent does the existence of faction groups with different values and opinions have on Total Quality Management and its implementation	120	1.98	0.565
Do the tradition of how things have always been done and mindset towards change to Total Quality Management and its implementation	120	1.81	0.770
Do attitudes and beliefs of employees affect Total Quality Management and its implementation	120	1.62	0.936
To what extent is your organizational culture flexible	120	2.93	0.811

The average mean is ~2.09. We can therefore conclude that the respondents agreed that the existence of faction groups with different values and opinions, tradition of how things have always been done and mindset, attitudes and beliefs of employees have an effect on TQM and its implementation. The respondents to a great extent agreed that their organizational culture was flexible.

Table 4.8 Leadership

	N	Mean	Standard Deviation
Does Kenya Power have an organizational quality policy and mission	120	1.28	0.799
Is leadership/ management of your company committed to quality management programmes	120	1.93	0.576
Are the critical resources required in implementing quality programmes made available	120	2.17	0.613
Does top management participate in quality management programmes in the organization	120	2.00	0.840
Management of Kenya Power takes part at all stages and levels in quality management programmes	120	2.25	0.791
Management at Kenya power provides leadership role in quality management initiatives	120	1.95	0.743
Does your organization have a formal quality management programme	120	1.38	0.801

Based on the findings, majority of the respondents agreed that the company's leadership was committed towards TQM implementation as indicated by Table 4.8 above where top management participated in quality management programmes and that the management takes part at all stages and levels as indicated by the mean 2.17 and 2.00 and supported by a standard deviation of 0.613 and 0.840 respectively. Respondents agreed also that management provides a leadership role in quality initiatives and the organization had a formal quality management programme as indicated by the mean of 1.95 and 1.38 and supported by a standard deviation of 0.743 and 0.801 respectively.

Table 4.9 Planning

	N	Mean	Standard Deviation
Planning adversely affects Total Quality Management and its implementation	120	1.23	0.645
Is there a well-developed quality management plan	120	2.09	0.810
Total Quality Management is implemented successful when it is well planned	120	1.25	0.569

It was revealed from the findings that planning adversely affect TQM implementation and that there's a quality management plan as indicated by Table 4.9 above where the mean is 1.23 and 2.09 and standard deviation of 0.645 and 0.810 respectively. More so, it seems that Total Quality Management is implemented successfully when well planned, (Mean 1.25 and standard deviation 0.569). In general, it was established that planning had a positive impact on Total Quality Management and its implementation.

Table 4.10 Organizational Structure

	N	Mean	Standard deviation
To what extent does the organizational structure has on Total Quality Management and its implementation	120	1.35	0.657
Does the organizations structure support Total Quality Management and its implementation	120	2.07	0.862
To what extent is your organizational structure flexible	120	2.93	0.796

The respondents were provided with factors related to organizational structure and they were requested to indicate the extent to which they think the factors affect TQM implementation. It is clear from the findings in table 4.10 above that organizational structure has a relatively small extent on TQM implementation with a mean 1.35 and standard deviation 0.657. Respondents also agreed that the company's organization structure supported TQM implementation and it's flexible with a mean of 2.07 and 2.93 and standard deviation of 0.862 and 0.796 respectively.

Table 4.11 Employee empowerment, involvement and training

	N	Mean	Std. Deviation
Have you been involved in any quality management programmes in the organization?	120	0.44	0.499
Have you been trained on quality management?	118	0.78	0.416
If yes where you trained on quality management?	100	1.34	0.517

From the findings in Table 4.11 employees were not involved in quality management programmes which is supported by mean of 0.44 and standard deviation of 0.499 since the mean is <2. Respondents also agreed that training on quality management and they were trained at the current company supported by the mean of 0.78 and 1.34 standard deviation of 0.416 and 0.517 respectively.

Table 4.12 Empowerment & Involvement

	N	Mean	Std. Deviation
Are employees empowered in TQM programmes	120	1.97	0.755
Employees are involved in TQM programmes?	120	2.10	0.600
Employees are encouraged to participate in decision making in your organization?	120	2.33	0.833
Training received by the employees at your company equips them with the understanding on TQM and the role it plays	120	1.63	0.934

The respondents were provided with statements on employee involvement and empowerment and its relevance on Total Quality Management implementation where they were requested to indicate the extent to which they agreed or disagreed. Based from the findings the respondents agreed that the company slightly empowered its employees on quality management programmes and the training received equipped them with understanding on TQM which is supported by the mean of 1.977 and 1.63 and standard deviation of 0.755 and 0.934 respectively. Respondents also agreed that employees were involved in TQM programmes and encouraged to participate in decision making supported by the mean of 2.10 and 2.33 respectively.

Table 4.13 Impact of TQM implementation on service delivery

	N	Mean	Std. Deviation
Is there great satisfaction with level of service delivery to clients?	120	2.03	0.812
Management responds to customer complaints urgently and timely?	120	2.19	0.757
Does KPLC establish and understand current and future customer needs?	120	1.91	0.654
Has TQM adoption and implementation facilitated efficient access to services?	120	2.02	0.475
Has TQM adoption and implementation led to improved quality of service?	120	1.81	0.542
TQM has brought positive impact on business operations at KPLC?	120	1.00	0.000
TQM has led to negative impact on services at KPLC?	120	0.05	0.222
TQM has eased working procedures?	120	0.95	0.222
To what extent has TQM adoption at KPLC improved operations at the company?	120	2.48	0.704

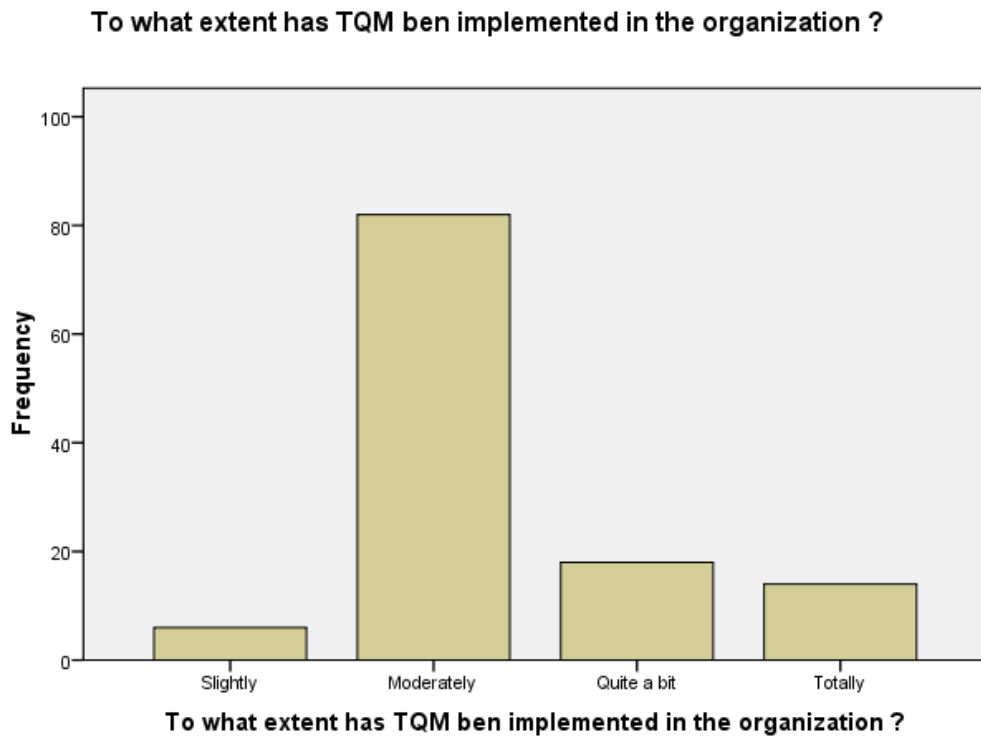
Based on the findings in Table 4.13 the respondents felt that there is great satisfaction with the level of service delivery, TQM adoption and implementation facilitated efficient access to services and management responds to customers complaints urgently, this is justified with the results that show that the mean is 2.03, 2.02 and 2.12 respectively which is >2. Respondents further more agreed that TQM did not lead to negative impact on services and that TQM adoption had improved the company operations which is supported by the mean of 0.05 and 2.48 and standard deviation of 0.222 and 0.704 respectively.

Table 4.14 Extent of TQM implementation

	Frequency	Percent	Valid Percent	Cumulative Percent
Slightly	6	5.0	5.0	5.0
Moderately	82	68.3	68.3	73.3
Quite a bit	18	15.0	15.0	88.3
Totally	14	11.7	11.7	100.0
Total	120	100.0	100.0	

From Table 4.14 the respondents were asked the extent to which Total Quality Management had been implemented, the respondents had a view that TQM was implemented moderately in their organization. This can be seen as moderate represents 68.3%. That's the highest percentage frequency. The bar graph below illustrates further:

Figure 4.1: To what extent has TQM been implemented in the organization?



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings relationship between TQM and Service Delivery at Kenya Power Company, the conclusions and recommendations are drawn there too. The chapter is therefore structured into summary of findings, conclusions, recommendations Limitation of the study and suggestion for further research.

5.2 Summary of the findings

The role of leadership and top management in TQM implementation, the finding of this study, results revealed that the role of leadership has a positive impact on TQM implementation. The finding also reveals that Kenya Power Company practice TQM to a great extent and its implementation towards service delivery will be determined by management since managerial decisions directly affects the implementation processes.

The research findings of this study imply that the major constraint to TQM implementation is cascading the program to the bottom of the pyramid. Management should ensure TQM awareness to all staff levels. Most organization use bits and pieces of the TQM principles more especially organization use TQM principles that support their existing organization culture thus leading to ineffective TQM implementation. Efforts should be done to mitigate the above challenges for successful implementation of TQM.

From the analysis, majority of the respondents agreed that the organization has a flexible organizational culture, there is cohesion among employees in the organization, employees are empowered in the organization and employees are encouraged to participate in decision making. The majority of the respondents also concurred that, the organizational has a culture that is flexible to internal changes, the organizational culture accommodates external changes, the organization has an organizational culture that focuses on control, the organization has an organizational culture that focuses on stability in the organization, the organization has an organizational culture that encourages internal efficiency and that the organization has an organizational culture that encourages adherence to company

policy and the law. These results show that construction companies have appropriate organizational culture.

The study revealed that the constraints facing Total Quality Management implementation at Kenya Power Company as employee involvement and training. The reason for this is the mean that indicated the factors tilting towards affecting the implementation of TQM to a large extent.

It is also evident from the study that company's customer satisfaction will lead to efficient and effective service delivery. Maintaining constant communication with customers to ensure that the consumers of the service are satisfied. TQM adoption and implementation has led to improved quality of service and efficient access to services.

5.3 Conclusion

The study concluded that in order to implement Total Quality Management it was important for top management to define quality goals as well as treat quality as a key organization aspect. Top management was expected to identify quality as a priority while availing resources for execution of tasks and evaluating performance of officers. Top management acted as the driver for TQM implementation, creating values, goals and systems to improve organization performance and enhance service delivery to its customers. The study established that to have effective employee participation, employee contributions and ideas needed to receive consideration whenever their recommendations were sound and relevant. Employee participation was based on team work during execution of tasks, giving of suggestions on work place issues, job commitment and involvement in decision making. Where these were evident, employees were loyal to their duties and felt that they were valuable and resourceful to the organization. The study findings demonstrated that acceptance of quality conscious training by employees improved their commitment to quality management. A sound training program required systematically gathering data about the employees' and organization needs. This included a training need assessment of how well the workers will achieve its goals; the skills needed by the workforce to accomplish these goals; and the strengths and weaknesses of the current workforce.

The study ascertained that communication was an important quality improvement feature; communication systems that facilitate lateral and vertical flow of information critical to Total Quality objectives and actively involve employees in the definition of the organizations quality mission and objectives. Furthermore these programmes empower employees to resolve customers' complaints quickly and effectively.

5.4 Recommendations

The study recommends that emphasis should be put on the incorporation of the principles of TQM for successful implementation of TQM and for the success of the organization. The role of leadership, employee participation and empowerment, planning, training, communication, customer focus, supplier quality management, continual improvement, and organizational culture are apparent for the success of the firm in terms of market share, productivity, profitability and overall business performance. TQM implementation has positive effects on overall business performance and service delivery. Implementing TQM pays off since the benefits accrued include; improved quality, employee satisfaction, productivity, teamwork, communication, profitability and market share. The study recommends that the company should establish quality management systems according to the requirement of ISO 9000 effectively for effective TQM implementation and for the success of the company. Flexibility of the organizational culture will determine the success or failure of implementing TQM. Resistance to change, lack of commitment, cascading the program to the bottom of the pyramid are some of the challenges faced in TQM implementation.

The implementation of TQM has the potential to improve the performance of manufacturing industries in general and customer satisfaction. TQM has impacted positively on Kenya Power Company ability to provide services to its customers. The quality of its service has improved, making it possible to attract more customers as they are satisfied with service. TQM has enhanced service delivery and customers are satisfied. TQM has also impacted positively on the company's performance and growth.

5.5 Limitations of the Study

Since the study was focused on one company in Kenya, the possibility exists that the study might not reflect the true picture of the impact of Total Quality Management implementation on service delivery in companies in Kenya. The study faced limitation of time during data collection and respondents took long to fill the questionnaires thus delayed the duration for data analysis and presentation.

5.6 Suggestions for Further Research

The study only focused on the impact of TQM implementation on service delivery at Kenya Power Company. The effectiveness of TQM adoption and effective implementation in the study was looked from improvement in service delivery which was again measured by time effectiveness, reliability of services and customer satisfaction. However, other major objectives of service delivery like ensuring transparency, reducing corruption, reducing cost and quality of services, if studied in future research, then it would add more value to the effectiveness of service delivery in state corporations.

A comparative study can also be carried with an entity from the private sector. This will assist in establishing any similarities and differences that may exist as far as TQM implementation and service delivery is concerned.

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Appendix 1: Research Questionnaire

Dear respondent, this questionnaire is meant to collect data for a research paper on service delivery and Implementation of Total Quality Management. You have been identified as one of the respondents for this research. You are kindly requested to be honest and exhaustive in filling the questionnaire. Please note that the information given is purely for research purposes. Instruction: Please fill in the spaces provided or tick inside the boxes as appropriate

SECTION A: BACKGROUND INFORMATION

1. Gender () (Male () Female

2. Age

18-30

31-40

41-50

50 and above

3. Educational level

Secondary level

Diploma

Bachelor's Degree

Masters and above

4. Position held

Top management

Middle management

Support staff

5. Department

- Human Resource & Administration
- Finance
- Information Communication Technology
- Customer service
- Quality assurance

SECTION B: CONSTRAINTS TO IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT

PART I: COMMUNICATION

The following statements relate to communication. Using the key (Where: 1-Strongly agree; 2 –Agree; 3 – Indifferent; 4 – Disagree; 5 – Strongly disagree) Tick appropriately according to the extent which you agree or disagree with the statements.

No	Statement on Communication					
		1	2	3	4	5
a)	There is no free flow of quality management information across all departments in your organization					
b)	There is a well-developed feedback mechanism in your company					
c)	The organization gets and responds timely to information with regards on quality					

PART II: ORGANIZATIONAL CULTURE

The following statements relate to organizational culture. Using the key (Where: 1- Extremely great extent; 2 –Great extent; 3 – Small extent; 4 – Not at all; 5 – Not sure) Tick appropriately according to the extent level.

No	Statement on Organizational Culture					
		1	2	3	4	5
a)	To what extent does the existence of faction groups with different values and opinions have on Total Quality Management and its implementation					
b)	Do the tradition of how things have always been done and mindset towards change to Total Quality Management and its implementation					
c)	Do attitudes and beliefs of employees affect Total Quality Management and its implementation					
d)	To what extent is your organizational culture flexible					

PART III: LEADERSHIP

The following statements relate to leadership or management. Using the key (Where: 1- Strongly agree; 2 – Agree; 3 – Indifferent; 4 – Disagree; 5 – Strongly disagree).

Tick appropriately according to the extent which you agree or disagree with the statements.

NO	Statement on Leadership					
		1	2	3	4	5
1.	Does Kenya Power have an organizational quality policy and mission					
2.	Is leadership/ management of your company committed to quality management programmes					
3.	Are the critical resources required in implementing quality programmes made available					
4.	Does top management participate in quality management programmes in the organization					
5.	Management of Kenya Power takes part at all stages and levels in quality management programmes					
6.	Management at Kenya power provides leadership role in quality management initiatives					
7.	Does your organization have a formal quality management programme					

PART IV: PLANNING

The following statements relate to planning. Using the key (Where: 1-Strongly agree; 2 – Agree; 3 – Indifferent; 4 – Disagree; 5 – Strongly disagree) Tick appropriately according to the extent which you agree or disagree with the statements.

No	Statement on Planning					
		1	2	3	4	5
a)	Planning adversely affects Total Quality Management and its implementation					
b)	Is there a well-developed quality management plan					
c)	Total Quality Management is implemented successful when it is well planned					

In your own view, to what extent has Total Quality Management been implemented in the organization

- Not at all
- Slightly
- Moderately
- Quite a bit
- Totally

PART V: ORGANIZATIONAL STRUCTURE

The following statements relate to organizational structure. Using the key (Where: 1- Extremely great extent; 2 –Great extent; 3 – Small extent; 4 – Not at all; 5 – Not sure) Tick appropriately according to the extent level.

No	Statement on Organizational Structure					
		1	2	3	4	5
a)	To what extent does the organizational structure has on Total Quality Management and its implementation					
b)	Does the organizations structure support Total Quality Management and its implementation					
c)	To what extent is your organizational structure flexible					

PART VI: EMPLOYEE EMPOWERMENT, INVOLVEMENT AND TRAINING

The following questions and statements relates to Employees Training and Development. Kindly fill in the blank spaces or tick as appropriate.

Have you been empowered and involved in any quality management programmes in the organization

a) Yes

b) No

If yes kindly specify

.....

.....

.....

Have you been trained on quality management?

a) Yes

b) No

If yes where were you trained on quality management?

a) At current company

b) Elsewhere

Are employees involved in quality management initiatives?

a) Yes No

The following statements relate to employee empowerment, involvement & training. Using the key (Where: 1-Strongly agree; 2 –Agree; 3 – Indifferent; 4 – Disagree; 5 – Strongly disagree) Tick appropriately according to the extent which you agree or disagree with the statement

No	Statement on employee empowerment, involvement & training					
		1	2	3	4	5
a)	Employees are empowered in Total Quality Management Programmes					
b)	Employees are involved in Total Quality Management Programmes					
c)	Employees are encouraged to participate in decision making in your organization					
d)	Training received by the employees at your company equips them with the understanding on Total Quality Management and the role it plays					

