THE IMPLEMENTATION OF THE ORGANIZATION PERFORMANCE INDEX EXCELLENCE MODEL AND BUSINESS PERFORMANCE IN KENYA

By

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Declaration

I, the undersigned, declare that this is my original work that has not been submitted to any other college, institution or university other than the University of Nairobi for academic credit.

Signed:..... **Date:** 9th Nov 2012

Catherine A. Nyambala

This project has been presented for examination with our approval as the appointed supervisors.

Signed..... **Signed** .....

Date..09/11/2012..... **Date**..9.11.2012.....

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Dedication

I dedicate this project to Davies, Nuru and Imani. May you always bring light and hope into my life.

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To my supervisors: Mr Ernest Akelo and Mr Tom Kongere.

List of Abbreviations

BE	Business Excellence
BEF	Business Excellence Framework
BEMs	Business Excellence Models
BQF	British Quality Foundation
COYA	Company of the Year Awards
CSFs	Critical Success Factors
EQA	European Quality Award
EFQM	European Foundation for Quality Management
FIRE	Financial Reporting
GEMs	Global Excellence Models
KABA	Kenya Annual Business Awards
MBNQA	Malcolm Baldrige National Quality Award
NQA	National Quality Awards
OPI	Organizational Performance Index
KIM	Kenya Institute of Management
KPI	Key Performance Indicators
SAEF	South African Excellence Foundation
SAEM	South African Excellence Model
SQA	Singapore Quality Award
TQM	Total Quality Management
USA	United States of America

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Abstract

Many companies have adopted and implemented Quality Management systems and achieved varying levels of success. Through an operational framework adapted from Seraph (1989), this study analyses a dataset of responses to hypotheses presented to a purposive sample of TQM practitioners from companies that have participated in OPI/KABA Excellence model in Kenya, respondents are asked to use the Likert Scale to rank the hypotheses from which the conclusions are drawn. The success factors that are most significant are the extensive analysis of customer requirements before releasing a product or service into the market; adequate communication on the Business Excellence initiative processes, practices, and products; and the periodic assessment of services for improvement. The poorest enablers are staff coercion into embracing OPI by the leadership; communication on quality practise by the OPI champions alone and focus by departments on their own goals rather than a common focus.. The conclusion is that participation in and adopting of the OPI Excellence approach is positively related to business performance. The study recommends that further research could be done to study changes in business performance before and after the implementation of OPI, as well as to qualitatively examine business excellence models.

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction and Background of the Study

Business Excellence Models (BEMs) have recently been the new path to companywide quality management (Talwar, 2010; Adebanjo, 2001). Over the years, quality management (practice) has evolved from being reactive to being proactive; moving from inspection to statistical quality control, then to quality assurance, then to total quality management (TQM), and currently to Business Excellence (BE) (Talwar, 2010). Quality management is therefore no longer about the final product, but about multiple daily tasks and processes.

This study first reviews Business Excellence (BE) theory, discusses the benefits of BE concept and practice and presents the Global BE Models. The study then reviews the body of literature concerned with the relationship between overall quality management practice and its result in terms of change in business performance.

BE Models are synonymous with quality award schemes and linked to competition for such Quality Awards. Global excellence models and awards include the European Foundation for Quality Management (EFQM), the Malcolm Baldrige National Quality Award (MBNQA) and the Singapore Quality Award (SQA). In Kenya, the Kenya Institute of Management (KIM) in the year 2008 introduced the Organizational Performance Index (OPI) which is modeled along the other global excellence models. The Company of the Year Award (COYA) is determined by the Organizational Performance Index (OPI). The OPI is a single digit index that is used by the Kenya Institute of Management (KIM) to present the

Company of the Year Award (COYA) and the Kenya Annual Business Awards (KABA) annually in recognition to companies that employ the best management practises in Kenya.

Briefly, the study uses two sets of rank hypotheses to test the relationships between excellent business performance indicators and daily quality management activities in some companies that participate in COYA, the presentation of which is determined competitively through the Organizational Performance Index (OPI) across those companies in Kenya.

1.2 Business Excellence and the Organizational Performance Index

The Organization Performance Index was introduced by the Kenya Institute of Management (KIM) in the year 2008 and is used to determine the COYA. Business Excellence is conceptually defined in this study based on the description from the Organization Performance Index Framework (OPI) that it is "*an integrated approach to organisational performance management that results in:*

(i) Delivering ever-improving value to customers and stakeholders, contributing to organizational sustainability.

(ii) Improvement of overall organisational effectiveness and capabilities.

(iii) *Organizational and personal learning.*" (KIM 2011).

Therefore Business Excellence concept for this study is encapsulated (represented) in the OPI Framework. The OPI consists of seven key management determinants, which are used as indices in the quality assessment of participating companies.The determinants are

Leadership and Management, Human Resource Focus, Customer Orientation and Marketing, Financial Management, Innovation, Technology and Information Management, Corporate Social Responsibility and Environmental Focus, and Productivity and Quality.

Business competitions in Kenya include: Most Respected Company (MRC), Financial Reporting (FIRE) award and the recently launched Top 100 Midsized Companies. COYA is currently more than ten years old. Several companies in Kenya have used the ISO 9001 Quality Management System series as their main continual improvement tool.

The goal of COYA is to strive to identify and celebrate outstanding management excellence in creative problem solving in business organisations in Kenya (*KIM Bulletin July-September 2005*). According to other reports on COYA; "OPI: An instrument to spur Performance Excellence"" *Daily Nation; September, 2010 Advertisers feature page A*, OPI is "an instrument of spurring excellent performance and a barometer for measuring performance". Companies participating in COYA are doing better than other companies as evidenced by increase in earnings and better profits (Ogwagwa, 2006).

1.3 Research Problem Statement

The concept of BE as involving a holistic management of quality across the organization has been described above. Its approach departs from reactive inspection by the production or service delivery team to proactive companywide initiatives. Despite the anticipated benefits that are considered in review in due course in this study, the successful implementation of

BE remains a challenge given that it can be considered to be relatively new in Kenya, and this forms the basis and the focus of this study.

Previously, the closest implementation of BE for locally owned companies was through participation in COYA and the Kenya Quality Awards (KQA). The introduction of the OPI approach has changed all this, with companies now able to participate in the OPI without having to enter COYA. This is expected to lead to increased implementation of BE with the participation numbers growing as well as to significant improvement in service delivery.

Many managers, however, for various reasons, understand little about the most important factors that drive successful implementation of BE. There is evidence to show that TQM or BE falls short of its promise (The Economic Intelligence Unit, 1992; Wilkinson et al, 1992). Ngure (2001) and Omufira (2001) find that successful implementation of TQM in Kenya was still poor. Despite the existence of such TQM models, Kiarie (2006) finds that successful TQM implementation does not just happen by chance but takes meticulous execution. Wilkinson et al. (1992) attributes the shortcomings in TQM implementation to the type of guidance traditionally provided by the then experts (operations research and statistics gurus), who pay more attention to hard statistical production and service delivery factors and less attention to softer factors consistent with the TQM philosophy of continual improvement.

Managers recognise the need to know the critical accelerators of performance success and the factors impeding the same in this new paradigm. Studies around the world have identified the following as being significant success factors: management commitment;

customer focus; employee involvement; training and education; and reward and recognition (Abdullah, Uli and Tari, 2008). It is important to understand what it takes to successfully implement them in Kenya. This study sets out to determine, through managers' perceptions, the critical success factors leading to successful implementation of a BE approach, using data from selected companies that have implemented or are implementing the OPI approach.

Ogwagwa (2006) in a study on operations improvement initiatives finds that all firms participating in COYA indicate that their operations performance had improved due to the use of related improvement initiatives. The study also indicates that companies in Kenya are relying heavily on quality based methods for operations improvement.

Human resource factors and involvement of workers is critical to implementation (Ishikawa 1985; Wilkinson et al, 1992; Omufira, 2001). Grant et al. (1994) concludes that TQM is a departure from the conventional management techniques and theories and could not just be grafted on to existing management structures and systems.

Corredor and Goni (2010) find a positive relationship between TQM awards and higher profitability in companies that have participated and won in those quality award schemes. This study expects to isolate the factors contributing to success in the implementation of business excellence in a cross-section of companies in Kenya that have participated in the Organization Performance Index (OPI). It sets out to describe through the manager's perspective the elements that should be in place for the successful implementation of BE. It specifically examines those organisations that have implemented or participated in the

Kenya Institute of Management's Organization Performance Index (OPI) excellence model and the KABA.

There are other factors that as a point of delimiting the current knowledge will inform the conceptualization for this research study: these include:

Product and Service Design will be critically indicated for the results of a thorough review of products and services before release into the market; the benefits of analysis of customer requirements extensively before release into the market; advantages of clarity as a company (not individuals) on core competencies; effects of high/low level of emphasis on results rather than activity; and effects of high/low emphasis on activity rather than results.

Creativity and Innovation; existence of systematic system in place to evaluate employee suggestions objectively; if employees are encouraged and are free to give suggestions; if financial rewards are given to individuals for great suggestions; if non-financial rewards are given to individuals for great suggestions; if there is a systematic way of promoting worker (non-management or unionisable) contributions;

Interdepartmental Cooperation; benefits of cross-functional teams working normally within the organization; if problems are solved functionally; if different departments have compatible and consistent goals; if departments are focused on their own goals and do not interact much with other departments

Communication; the benefits of a communication system that keeps all employees well-informed; adequate communication on the BE Initiative; if part of the communication on BE was from the CEO or MD; if the main communication was from the OPI Champion only;

Information and Knowledge Management; the results of a better information and knowledge management system; benefits of engaging in benchmarking activities; benefits of having some form of research and development activity in place; benefits of participating in the KIM/ COYA participants learning workshops.

Quality Strategy and Policy; benefits of having another quality system in place such as Kaizen; ISO, Productivity; benefits of having a comprehensive quality plan in place; having clarity of roles through job descriptions and delegations; conduct of quality audits more frequently and more thoroughly detailed quality audits; if audits were more thorough (whether many or few, external or internal).

Supplier Management; if suppliers and subcontractors were brought on board more objectively (i.e. in a more transparent objective manner); if we had a closer relationship with our suppliers and subcontractors; if we worked with our suppliers and subcontractors to improve their processes; if we provided more training and guidelines for our suppliers and subcontractors.

Hence the contextual questions for this study are as follows:

What are the key critical factors that contribute or will contribute to the successful implementation of the Organization Performance Index excellence approach in selected

companies in Kenya? To what extent has the OPI contributed to improved performance in the selected companies in Kenya?

1.4 Objectives of the study

The main objective of this study is to rate the critical success factors and corresponding set of practices that account for successful implementation of quality management in selected companies in Kenya.

The specific objectives are:

i). To determine the factors contributing to success in the implementation of the OPI excellence model in Kenya.

ii). To determine the perceived extent to which the OPI excellence approach has contributed to improved business performance in selected companies in Kenya.

1.5 Importance of the study

The study should contribute academically to the body of knowledge with regard to success and failure factors of BE programmes and stimulate further research to extend or refine the present study findings. Therefore the study also departs in analysis to include internal factors in its operational model that are found in review and for which data is considered available.

The findings will be important to companies planning to implement a BE approach and to companies that have implemented BE without much success and also to companies

considering the implementation of and participation in OPI and KABA. Findings might be helpful for any other organisations considering participation in the quality award processes even in other regions.

The results of this paper can further be used by managers to prioritize implementation, in keeping a keen eye on success factors leading to a positive impact on quality improvement practices and performance. Managers can use the relationships and interdependencies to determine the performance measurements, assign responsibilities and resources within their organizations and monitor the progress for achieving company-wide improvements in TQM and BE.

This research is relevant to TQM practitioners because the findings may reveal patterns in the implementation of TQM practices, which may provide significant information managers can use to solve implementation challenges and perhaps to improve performance. Moreover, the results of this study may provide support for continued implementation of TQM. This is especially so where previous unsuccessful attempts have prompted criticisms of TQM in the popular press and caused some managers who might otherwise have had an interest in implementing TQM to question the wisdom of utilizing this management approach.

1.6 Scope and Limitations of the study

This cross-sectional study will be based on subjective perceptual responses from particular managers or line persons in companies in Kenya which limits the universal context of the findings. However, because of the expected facilitative role of the respondents in the BE

implementation, the first assumption of the survey is that it is an informed objective self-assessment that enhances the accuracy of the data collected and the validity of findings.

The study is also conducted through the specific set of managers in companies that have participated in the OPI /KABA and not necessarily companies that have won. Future research needs to be conducted amongst companies that have won. The size of the purposive sample in this study is dependent on increased company participation in the OPI/KABA and remains constricted to few companies on the current KIM database.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Empirical evidence from the previously mentioned studies demonstrates an existing relationship between implementation of BE and overall organizational performance, that there are indeed factors affecting success and resultant benefits of BE. This section reviews the literature on BE, first discussing the meaning and history of BE and benefits of BEMs and BE awards. It then discusses particular findings from other studies on the critical success factors in TQM implementation. Ultimately, an operational framework linking to the OPI is adapted for this study.

2.2 Conceptual Review of Business Excellence Models and Critical Success Factors

Business Excellence is the broad concept which relates to the continuous improvement of activities leading to excellence in customer satisfaction, employee satisfaction, impact on society, supplier and partnership performance and business results (Williams, 2008). Some of the tools continually used in the pursuit of BE are the Balanced Scorecard, Lean Management, the Six Sigma, Statistical Tools, Process Management and Project Management.

The concept of BE has got its root in TQM. TQM was first mentioned by Rehder and Ralston's in a paper in 1984 (Mann et al., 2010). It can be defined as a holistic management

philosophy that strives for continuous improvement in all functions of an organization, and it can be achieved only if the total quality concept is utilized from the acquisition of resources to customer service after the sale. TQM practices have been documented extensively in measurement studies as well as in the studies that have investigated the relation of TQM practices to various dependent variables. TQM practices are substantively outlined in measurement studies by Seraph et al. (1989) and Kaynak (2003).

TQM is a compilation of processes, systems, communication, culture, leadership or a common vision, customer satisfaction and people (Garg, Garg, Kumar, 2010). The first clearly defined and globally recognized TQM model is the MBNQA developed in 1987 (Mann et al., 2010). The change in terminology from TQM to business or organizational excellence occurred in the mid 1990's (Adebanjo, 2001).

This new terminology distinguished the new approach from the previous TQM which lacked clarity, having a philosophy and several concepts but several interpretations of what was supposed to be done by way of implementation (Mann, 2008). Excellence models are based on a set of core principles or values considered essential for driving long term organizational success (Mann et al., 2010).These are known as the Core values and Concepts in the Baldrige criteria for performance excellence and the fundamental concepts in the EFQM model.

Later BE models have evolved to be closely linked to quality awards. The relationship is that in the Quality awards, appropriate assessment tools assess the extent to which an

organization has deployed BE. The first ever of these awards was the Japanese Deming Award of 1951. It is viewed as the precursor to the current business excellence models and awards, and still operates today (Talwar, 2010). The next major award was the MBNQA, developed in 1987 and first awarded in 1988 (Adebanjo et al., 2010). It provided a major step forward in Quality management. In 1991, the EFQM Excellence Model was developed by the European Foundation of Quality Management to promote quality throughout Europe (cf MBNQA and EFQM websites, 2011). The members of the Global Excellence Model (GEM) Council are the guardians of the premier Excellence Models across the world. They serve as a global fraternity in the field of Excellence. The GEM Council maintains a leading edge position on Excellence Models reviews how business trends and external factors could impact the utility and application of Excellence Models and explores opportunities for new services and award programmes.

Global Excellence Model Council reviews how business trends and external factors could impact the utility and application of Excellence Models and explores opportunities for new services and award programmes. It is composed of the Australian Model; SAI Global, the European Model (EFQM), the Indian Model; Confederation of Indian Industry (CII), The Japanese Model; Japanese Productivity Centre for Socio- Economic Development; Fundibeg, The Latin America Model; Redibex, The Singapore Model; Spring Singapore, and the United States Model; Baldrige National Quality Program.

The Australian Business Excellence Framework (BEF) is an integrated leadership and management system that describes the elements essential to sustainable organisational

excellence. The framework has proven relevance to organisations of all types and sizes across any industry and can be used to assess and improve any aspect of the organisation leadership, strategy and planning, people, information and knowledge, safety, service delivery, product quality and bottom line results.

The EFQM Excellence Model is a non prescriptive framework based on nine criteria used as a tool for assessment, it delivers a picture of how well the organisation compares to similar or very different kinds of organisation. Used as a management model it can be used to define aspirations for the organisation's capability and performance. The EFQM determinants are Leadership, People, Policy and Strategy, Partnership and Resource, Processes, People Results, Customer Results, Society Results and Key Performance Results.

CII and Export-Import (EXIM) Bank of India jointly established the Award for Business Excellence in 1994 with the aim to enhance the 'Competitiveness of India Inc.'. The Award is based on the EFQM Excellence Model. Apart from recognition, the model provides a holistic management framework to achieve Excellence.

In Latin America there is the REDIBEX. The REDIBEX is a network of exchange and mutual cooperation that has as its main purpose to be a permanent forum for cooperation and exchange between the 12 different National Quality Award organisations. REDIBEX seeks to create synergies and strengthen the drivers of competitiveness and thereby improve the management capacity of American organisations.

The Japan Quality Award was established in 1995 by the Japan Productivity Centre for Socio-Economic Development. It was modelled after the concept of Self-Assessment of the Baldrige Framework and is structured in such a way that any organisation regardless of its business or size can use it to assess its organisational performance.

The Singapore Quality Award (SQA) was launched in 1994. The Excellence Model underpinning the SQA is based on universally accepted standards that are found in the US Malcolm Baldrige Performance Excellence Program, the EFQM Excellence Award and the Australian Business Excellence Award. As a symbol of world-class business excellence, the SQA encourages organisations to strengthen their management systems and capabilities to enhance their competitiveness.

The United States based Baldrige Performance Excellence Program provides a systems perspective for understanding performance management. The criteria reflect validated, leading-edge management practices against which an organisation can measure itself. With their acceptance nationally and internationally as a leading model for performance excellence, the criteria represent a common language for communication among organisations for sharing best practices. The criteria are also the basis for the Malcolm Baldrige National Quality Award process.

2.2.1 Critical Success Factors in Business Performance

A review of the literature shows empirical evidence of the relationship between implementation of business excellence and improved performance in companies. Some of

the frameworks identified as being able to lead to effective quality management have been developed through: Crosby's fourteen steps, Deming's fourteen prescriptive points, and Juran's trilogy (cf Motwani, 2001).

Seraph et al. (1989) pioneered an empirical framework to examine the critical factors for TQM implementation in the USA. Later some authors have developed a similar approach to identify and investigate the factors of success.

The world wide recognition of the importance of quality for gaining a competitive advantage has made companies look for guidance in understanding factors that lead to success (Tan, 2002). This leads to the need for organizations to identify the factors that lead to success. And this is why this study seeks to understand the critical success factors or the enablers.

Motwani (2001) summarized some of the success factors identified in empirical studies in the past as top management commitment; quality measurement and benchmarking; process management; product design; employee training and empowerment; supplier quality management; and customer involvement and satisfaction (also Seraph et al., (1989); Flynn et al. (1994); Ahire et al. (1996); Black and Porter (1996); Zeitz et al. (1997); Powel (1995)).

Kiarie (2006) pointed out that successful implementation of TQM or BE does not happen by chance and that it is the outcome of meticulous and robust execution of all initiatives, it must concentrate on product innovation and business processes. Kiarie (2006) also stated that key success factors vary from industry to industry.

Garg et al. (2010) found that management commitment, customer satisfaction, continuous improvement, team work, employees training and feedback are success factors in the implementation of total quality management.

Kamau (2009) found that strategies that led the *Kenya Airways* to win in different categories of the COYA included: Customer focus; strategic alliances which allowed for superior product/service delivery and process management; Staff training and development, Process/service delivery through best fleet of aircrafts in Kenya and safety and security.

Ngeta (2009) on the other hand, found out that companies mostly focused on the following activities when improving to world class operations; Staff training, policies on continual improvement, optimizing existing IT systems, and improved machine maintenance.

Gekonge (1999) undertook a survey of strategic change management practices by companies in Kenya listed at the Nairobi Stock Exchange. The study found out that most firms (78%) in Kenya use the procedural and incremental change models. In all these change efforts, a key influential feature was found to be top leadership support. Introducing change, whether strategic or operational, was found to be a major challenge with up to 60% resistance.

Antony et al. (2002) in a study on Hong Kong concluded on the following CSFs ; Training and education, Quality data and reporting, Management commitment, Customer satisfaction orientation, Role of the quality department, Communication to improve quality, Continuous improvement.

Other critical success factors identified as leading to excellence through empirical study include:

Training and education, Quality data and reporting, management commitment, customer satisfaction focus, role of the quality department, communication to improve quality and continuous improvement (Antony, Leung, Knowles, Gosh, 2002) and: Management commitment, customer management, supplier management, quality data, measurement and reporting, teamwork, communication, process management: Ongoing evaluation, monitoring and assessment, training and learning, employee empowerment, communication of aims and objectives and an appropriate corporate quality culture, product design and organisational structure (also Fryer, Antony, Douglas, 2007).

Mann and Saunders (2007) identified a strong correlation between "Enablers" and "Business Results". According to their research, organisations with excellent approaches to leadership, strategic planning, customer and market focus, information and analysis, human resource focus and process management are more likely to achieve excellent customer satisfaction results, financial and market results, human resource results, and organisational effectiveness.

Management leadership is defined in Seraph et al (1989) as; Acceptance of quality responsibility by top management. Evaluation of top management on quality; Participation by top management in quality improvement efforts; Specificity of quality goals; Importance attached to quality in relation to cost and schedule; Comprehensive quality planning. Role of

the Quality Department is described as Visibility and autonomy of the quality department; the quality department's access to top management; use of quality staff for consultation; coordination between quality department and other departments; efectiveness of the quality department; training is described as provision of statistical training, trade training, and quality-related training for all employees.

Employee relations is described as implementation of employee involvement, and quality circles; open employee participation in quality decisions; responsibility of employees for quality; employee recognition for superior quality performance; effectiveness of supervision in handling quality issues; ongoing quality awareness of all employees; Quality data and reporting is described as use of quality cost data; feedback of quality data to employees and managers for problem solving; timely quality measurement; evaluation of managers and employees based on quality performance; availability of quality data; supplier quality management is described as fewer dependable suppliers: reliance on supplier process control; strong interdependence of supplier and customer; purchasing policy emphasizing quality rather than price; supplier quality control; supplier assistance in product development.

Product or service design is defined as the thorough scrub-down process; involvement of all affected departments in design reviews; emphasis on productivity; clarity of specifications; emphasis on quality, not on roll-out schedule; avoidance of frequent redesigns.

Process managementis traduced as clarity of process ownership, boundaries, and steps; less reliance on inspection; use of statistical process control; selective automation; fool-proof process design; preventive maintenance; employee self-inspection; automated testing.

Financial and market performance indicators include return on investment (ROI), sales growth, profit growth, market share, and market share growth. The indicators for *quality performance* are product or service quality, productivity, cost of scrap and rework, delivery lead-time of purchased materials, and delivery lead-time of finished products or services to customers. Two indicators of inventory management performance are purchased material turnover and total inventory turnover (Kaynak, 1997).

2.3 Studies on the Implementation of Business Excellence Models

Adoption of a Business Excellence model can lead to significant improvement of an organisation's performance. Mann and Saunders (2007) indicate that organisations which have adopted BE are more likely to achieve excellent business results comprising customer satisfaction rating, financial and market results, human resource results, and organisational effectiveness rating. The vast majority of organizations use self-assessment models of Business Excellence to identify areas of strength, opportunities for improvement, and to focus on their way forward. When used as a basis for an organization's improvement culture, the business excellence model criteria is used to broadly channel and encourage the use of best practices into areas where their effect will be most beneficial to performance.

In a comparative study of eighteen MBNQA winners against industry averages across several industries, Jacob, Madu and Tang (2004) show that award winners "perform significantly better than the industry medians in terms of profitability and assets utilization" (also Mann et al., 2010)

Kaynak (2003) finds that a positive relationship exists between the extent to which companies implement TQM and firm performance. Another significant finding of this study is the validation of the interdependence of TQM practices, the findings also show that assessment of management leadership is necessary when the effectiveness of TQM implementation is investigated. Management leadership is directly related to training, employee relations, supplier quality management, and product design, and indirectly related to quality data and reporting, and process management. Training and employee relations are directly related to quality data and reporting, and they are indirectly related to supplier quality management, product/service design, and process management through quality data and reporting. As with management leadership, they indirectly affect firm performance.

Process management is another core TQM practice that is directly and positively related to quality performance. The three TQM practices which have direct effects on operating performance (inventory management and quality performance) are supplier quality management, product or service design, and process management. Management leadership, training, employee relations, and quality data and reporting affect operating performance through supplier quality management, product or service design, and process management.

The positive effect of TQM practices on financial and market performance is mediated through operating performance.

Benefits of BE and award programs include the following: Fostering of continuous management, organizational quality and process improvement, Promotion of an awareness of quality management, Communication, publication and sharing of best practices, strengthening and enhancement of competitiveness, Recognition of performance excellence, best practices and benchmarks and understanding of the requirements for performance excellence. (Adebanjo, 2001; Mann Saunders, 2007; Jacob et al., 2004).

Research shows that a BE approach can yield significant benefits to a business. Escrig, Bou and Roca (2001); Hendricks and Singhal (1997) show a strong correlation between BE and positive financial performance. Williams (2008) and Oakland and Tanner (2008) conclude that BE promotes and rewards organizational excellence and benefits a firm. Mann, Adebanjo and Tickle (2010) note that BE can be used as an improvement and management tool to support future competitiveness and long-term goals.

Jacob et al (2004) compared eighteen MBNQA winners with the industry averages across several industries and found that award winners "perform significantly better than the industry medians in terms of profitability and assets utilization" Escrig et al., (2001) and Hendricks & Singhal, (1997) show a strong link between BE and financial performance. Their studies found that US Business Excellence award winners experienced increased income, sales and total assets during their respective post-implementation periods as compared with their controls. Curkovic et al., (2000) and Kaynak (2003) found that BE has

impact and a positive effect on a firm's performance. BE "is of benefit to organizations (Oakland and Tanner, 2008).

An EFQM and the British Quality Foundation (BQF) in a study of one hundred and twenty award winners found that the winners outperformed comparison companies similar in size and operating in the same industries over an eleven year period. BEMs provide focus for improvement initiatives and a gauge to measure progress (William, 2008).

Anderson et al. (1995) using perception-relative questionnaires on managers and workers with indicators such as Visionary leadership, Internal and external cooperation, Learning, Process management, Continuous improvement, Employee fulfillment, Customer satisfaction; that Employee fulfilment has a significant direct effect on customer satisfaction. No significant relationship exists between continuous improvement and customer satisfaction.

Flynn et al. (1995); also using perceived relative performance questionnaires on managers and workers with indicators of Core QM practices that are Process flow management; Product design; process; Statistical control/feedback; QM infrastructure practices; Customer relationship; Supplier relationship; Work attitudes; Workforce management; Top management support. Statistical control/feedback and the product design process have positive effects on perceived quality market outcomes while the process flow management and statistical control/feedback are significantly related to internal measure of the percent that passed final inspection without requiring rework. Both perceived quality market

outcomes and percent-passed final inspection with no rework have significant effects on competitive advantage.

Mohrman et al. (1995) considers core practices that are quality improvement teams; quality councils; cross-functional planning; process reengineering; work simplification; customer satisfaction monitoring; direct employee exposure to customers; production-oriented practices that are self-inspection; statistical control methods used by front-line employees; Just-in-time (JIT) deliveries; work cells or manufacturing cells. Other practices included are cost-of-quality monitoring; collaboration with suppliers in quality efforts. Findings are that there is a significant and positive relation between the extent of TQM adoption and efficiency of employee and capital utilization; the relationship of TQM to manufacturing costs and inventory turnover is not significant. Although core TQM practices and market share are significantly related for manufacturing firms, no significant relationships are found between TQM adoption and financial performance.

Powell (1995) using a questionnaire on (subjective) Perceived performance with indicators of Executive commitment; Adopting the philosophy; Closer to customers; Closer to suppliers; Benchmarking; Training; Open organization; Employee empowerment; Zero-defects mentality; Flexible manufacturing; Process improvement Measurement. Findings include that Executive commitment, open organization and employee empowerment produce significant partial correlations for both total performance and TQM program performance. A zero-defects mentality and closeness to suppliers correlate significantly with TQM performance, but with total performance only marginally (cf Kaynak, 2003).

Hendricks and Singhal (1996, 1997) show that the winning of a quality award is a proxy for the *effective* implementation of TQM programs, implementing an effective TQM program improves performance of firms.

Adam et al. (1997), through a perceived performance questionnaire, test employee involvement, senior executive involvement, employee satisfaction, compensation, customers, design and conformance, knowledge, employee selection and development, and inventory reduction. They show that employee knowledge about quality improvement, what quality customers receive and perceive, employee compensation and recognition and management involvement are significantly and inversely correlated with total cost of quality and average per cent of items defective. Financial performance is positively correlated with senior management involvement and employee compensation and recognition.

Chenhall (1997) used a perceived performance (subjective) questionnaire. The relationship between TQM and performance is stronger when manufacturing performance measures are used as a part of managerial evaluation. Grandzol and Gershon (1997) also through a perceived (subjective) questionnaire on Leadership test financial performance, operating performance, Product/service quality, productivity, scrap/waste, energy/efficiency, material usage, continuous improvement, internal/external cooperation, customer focus, learning, employee fulfilment, process management. They find that financial performance is a function of operating performance while operating performance is a function of continuous improvement. Customer focus has a significant effect on product/service quality. Employee fulfilment, cooperation and customer focus positively impact customer satisfaction.

Choi and Eboch (1998) on perceived performance questionnaire (subjective) illustrate that TQM practices have a stronger effect on customer satisfaction than they do on plant performance. The plant performance has no significant effect on customer satisfaction.

Ahire and O'Shaughnessy (1998) also on a questionnaire of perceived performance (subjective); find that firms with high top management commitment produce higher quality products than those with low top management commitment. Customer focus, supplier quality management and empowerment emerge as significant predictors of product quality.

Easton and Jarrell (1998) on analyzing the relationship between TQM and performance; find that financial performance increased for the firms adopting TQM.

Forza and Flippini (1998) on perceived performance (subjective) and primary objective data; also show that process control has a significant effect on quality conformance, and TQM links with customers has a significant effect on customer satisfaction. Rungtusanatham et al. (1998) on a perceived performance questionnaire; illustrate that continuous improvement has a positive effect on customer satisfaction. Employee fulfilment seems to have no effect on customer satisfaction.

Dow et al. (1999), and Samson and Terziovski (1999) off perceived performance (subjective) and from self-reported objective data also show that employee commitment, shared vision, and customer focus in combination has a positive impact on quality outcomes. Leadership, human resources management and customer focus (soft factors) are significantly and positively related to operating performance. Das et al. (2000), using perceived performance questionnaires (subjective) using the variables as high involvement work

practices, quality practices, perceived relative performance (subjective) find that high involvement practices are positively correlated with quality practices; quality practices are positively correlated with customer satisfaction; customer satisfaction is positively correlated with firm performance.

Wilson and Collier (2000), using leadership, information and analysis, strategic planning, human resource management, process management; find that process management, and information and analysis have significant and positive direct effects on financial performance.

Douglas and Judge (2001), also on perceived performance (subjective) and secondary data sources; find that the extent to which TQM practices are implemented is positively and significantly related to both the perceived financial performance and industry expert-rated performance. Ho et al. (2001) using supportive TQM factor (employee relations and training) and core TQM factor (quality data and reporting, supplier quality management); find that supportive TQM factor has an indirect effect on product quality through core TQM factor.

A study sponsored by the EFQM and BQA of one hundred and twenty award winners found that the winners outperformed comparison companies similar in size and operating in the same industries over an eleven year period. There is a strong positive correlation between improvements in Key Performance Indicators (KPI), and total BE score which demonstrates that BEMs provide focus for improvement initiatives and a gauge to measure progress (cf

William, 2008). This is an indicator of the relationship between implementation of business excellence and improved performance in companies.

Corredor and Goni (2010) using a sample of Spanish firms that received TQM prizes at the national or regional level between 1997 and 2003 and a sample of control firms for drawing comparisons, suggest that pioneer firms that applied innovation while participating in quality awards are those that achieved profitability, especially when the model resembled the EFQM model.

In a comparative study of eighteen MBNQA winners against industry averages across several industries, Jacob, Madu and Tang (2004) showed that award winners "perform significantly better than the industry medians in terms of profitability and assets utilization" (Mann et al., 2010). Eriksson and Garvare (2005), to describe the activities initiated based on participation in a quality award process and with the intention to improve performance used a case study of three organisations that have participated in the Swedish Quality Award process. The cases were selected in order to clarify how this award process could be used to improve organisational performance; customer orientation, process orientation, continuous improvement, committed leadership and participation by everyone have been improved due to the initiated activities. Furthermore, the studied organisations have been successful in their development and communication of visions, and in their empowerment of employees.

Governments also are increasingly playing an active role in promoting and encouraging organisations to embrace TQM practices and use BEMs as a basis for award programmes (Lee, 2002). BE models are used as a key strategic tool by countries worldwide to improve

the quality of products and services, increase customer satisfaction and national competitiveness (Adebanjo et al., 2010). International awards are symbols of world class business excellence encouraging organizations to strengthen their capabilities and management systems and enhancing their competitiveness (Williams, 2008). Research by Talwar (2010) identified at least one hundred BEM/National Quality Awards in eighty two countries.

The MBNQA was originally designed to promote quality awareness, recognize quality achievements of US companies and to publicize successful quality strategies. BEMs are now used by organizations of different sizes and sectors from all over the world. They are used in different ways to facilitate organizational development. Mann, Adebanjo et al. (2010) found that business excellence is highly regarded by a majority of the organizations as both an improvement tool and a management tool to support future competitiveness and long-term goals. Williams (2008) pointed out that Business Excellence frameworks play an important role in promoting and rewarding organizational excellence. The South African Excellence Model (SAEM) was developed by the South African Excellence Foundation (SAEF) in 1997 and is based on the experiences of the MBNQA (USA) and the EFQM Model (Europe) (Williams, 2008).

As documented by quality gurus (e.g. Deming, 1986; Juran, 1986), management leadership is an important factor in TQM implementation because it improves performance by influencing other TQM practices (Ahire and O'Shaughnessy, 1998; Anderson et al., 1995; Flynn et al., 1995; Wilson and Collier, 2000). Successful implementation of TQM requires

effective change in an organization's culture, and it is almost impossible to change an organization without a concentrated effort by management aimed at continuous improvement, open communication, and cooperation throughout the value chain (Abraham et al., 1999; Adebanjo and Kehoe, 1999; Bell and Burnham, 1989; Choi, 1995).

Kiarie (2006) concluded in her research that the concept of excellence is born out of the need for organizations to survive a rapidly changing global economy. The concept of quality encompasses all the ways in which a company meets the needs of its financial stakeholders, its customers, and the community in which it operates, indicating that quality is a broad and pervasive theme in all aspects of industry and society (Williams, 2008).

Other related research that has been conducted in Kenya include the following: Change management practices by companies in Kenya (Gekonge, 1999); Operations strategies for competitiveness in the manufacturing sector in Kenya (Nyamwange, 2001); Change management in TQM implementation (Miyumo, 2003) and improvement methods applied in operations (Ombura, 2003). Ngure (2001) and Omufira (2001) found that successful TQM implementation was still very poor. Wagwa (2005) noted that in Kenya improving business operations processes cannot be overemphasized as there was still need for improved performance.

2.4 The Organizational Performance Index in Kenya

The Organizational Performance Index (OPI) which is the focus in this study is based on a seven point criteria; i.e. Leadership and Management, Human Resource Focus, Customer

Orientation and Marketing, Financial Management, Innovation and Technology, Corporate Social Responsibility and Environmental Focus, Productivity and Quality and Business Results.

The KIM aspires to make OPI a member of the Global Excellence Models. Of these, the two most recognized business excellence models are the MBNQA and the EFQM (Mann et al., 2010). An organization which scores highly is deemed to have deployed the core values and principles of the Excellence model in question. It is worth noting that it is indicator of excellence that matters and not winning. As of 2010, eighty six countries are known to have a BE Award of some kind, with the idea of guiding their nations' organizations "toward higher standards of business performance and better operational results" (Mohamed and Mann, 2010).

2.5 Summary of Literature Review

There is clearly an upward trend in the adoption of BE approaches, which is in this case the increase in implementation of the OPI excellence approach in companies in Kenya. From the above review, a paucity of knowledge is found with regard to critical local information on the most critical success factors for companies in Kenya. It seems that tangible benefits of TQM are not accruing to the companies (Ngure, 2001; Omufira, 2001) and therefore that there is a need to collect contextualized data that will help in furthering the understanding of the success factors of implementation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

A descriptive research design was used in this study. The selection of sample point was purposive, dependent on the researcher with regard to the history of respondents' company participation in OPI and KABA.

Survey methodology was chosen for its suitability in investigating relationships across many variables. The results derived were expected to point to the increasing importance of non-financial measures in the evaluation of manufacturing performance. Organizational and managerial implications of the findings were discussed, and a framework for future research is presented. Gomes, Yasin and Lisboa (2011) used a similar survey-based approach to examine current views of manufacturing executives for 63 performance measures in their companies, with cluster analysis and multiple regression analysis being used to study the extent of use, importance and availability of information.

3.2 Study Population

The target population of this study was just the managers or particular persons concerned with quality and compliance issues in companies that have participated in the OPI assessment in the years 2008 to 2010. The number of companies that have participated in this period is approximately 50, a relatively small size of population. To be representative, a sample should have at least 30 or more test units (Wayne and Terrell, 1995). As earlier

mentioned, sampling was purposive and dependent on the history of the respondents with regard to their previous participation in the OPI.

3.3 Data Collection

Primary data was collected through a structured questionnaire (Appendix 1). Part A consisted of respondent classification data, organization details, including company type and size, industry and exposure to quality practises. Part B sought information on the respondent perception of possible success factors defined in the study. A five point Likert scale was used to help managers rate each of the variables on their role in helping them to achieve organizational excellence from a highest index of (5) to a lowest of (1). The questionnaires were dispatched using the "drop and pick" method and a backup online circulation to all prospective respondents. Assistance was provided if clarification was needed by the respondents. Part C had hypotheses on specific results that correspond to the theory and the extent to which each factor influences the perception.

3.3.1 The Operational Framework for the Organization Performance Index

The following analytical framework for this study was adaptively defined from Seraph et al (1989) and supported through Kaynak (2003). In an attempt to delimit the scope of findings, the study framework encompassed as closely as possible the critical success factors for the elements of OPI but also included others from the review, recognizing that OPI is a new index that has only recently been used in external assessment in a particular number of

Kenyan companies. The list is therefore not exhaustive according to the synthesis of all the reviewed literature. .

3.3.2 Variables and their Measurement

The seven indicative determinants of OPI are: Leadership and Management; Human Resources, Customer Orientation and Marketing, Financial management, Innovation, Information Technology and Knowledge Management, Productivity and Quality Corporate Citizenship and Environment. The **Leadership and Management** determinant examines how senior top leaders create and sustain clear visible organizational vision, mission and values to guide all the activities of the organisation towards sustainable business performance excellence. The **Human Resources Management** determinant considers how an organization manages develops and utilizes the full potential of employees in alignment with overall mission, processes, strategies and action plans. The **Customer Orientation and Marketing** determinant examines how an organization uses customer and market information as a means of understanding their current and future needs while building relationships with customer acquisition, satisfaction, loyalty and retention and to business expansion and sustainability. The **Financial Management** determinant reviews an organization's financial management and performance by examining the financial planning process, financial relationships and trends over a three year period and how an organization measures what it expects to accomplish financially by establishing references and relevant financial tools as well as compliance with relevant statutory and regulatory requirements.

The **Innovation, Information Technology and Knowledge Management** determinant focuses on how an organisation focuses on research and development activities that bring added value to the business through innovation and how ICT tools are distributed, integrated, utilized and secured as well as how data is captured, stored and sharing its information needs. The **Corporate Citizenship and Environmental** determinant examines how an organisation is involved in corporate citizenship activities that relate with society. It examines the organization sense of responsibility, sensitivity and responsiveness towards the community and environment (ecological, economic and social), in which it operates, draws resources from and provides for its sustenance. The **Productivity and Quality** determinant examines measures undertaken by your organization to improve productivity and quality. In addition the productivity and product quality herein includes the mechanism followed by your organisation to enhance productivity and quality of processes.

Critical Success factors for TQM implementation	
1. Top management Leadership 2. Role of quality Department 3. Training 4. Product Design	5. Supplier quality management 6. Process management 7. Quality data reporting 8. Employee relations

Adapted from Seraph et al, (1989)

The delimiting analytical framework for this study included respondent rankings for the following variables which go beyond the OPI framework.

Product and Service Design is indicated by a thorough review of products and services before release into the market, extensive analysis of customer requirements before release into and focus on a company's core competencies.

Creativity and Innovation; examines the existence of systematic methodology to tap into the creativity and innovation of employees and commercialise their ideas.

Interdepartmental Cooperation; examines benefits of cross-functional teams working normally within the organization. **Communication** concentrates on the modalities of communication including the adequacy of communication and the communicator.

Information and Knowledge Management; the results of a better information and knowledge management system was considered. The role of a **Quality Strategy and Policy**; and benefits derived thereof were also considered. Finally supplier and subcontractor management was considered.

The adaptive model was designed to accommodate the variables in the review which were not accessible in the required format, such as financial performance indices. Respondents were only required to scale the stated hypotheses. The soeven critical factors in the OPI that are derived from the CSF theory and the other seven related critical factors derived from the literature were used to develop a set of 77 hypotheses representing the universal set of practices that contribute to excellence in companies. This set were ranked by managers in the field through a simple Likert Scale (from 1 for total disagreement tending to 5 for total agreement), and analyzed against other characteristics such as type and ownership status of

company, seniority of respondent, company participation in quality assessment, awareness of respondent and staff capacity.

Another set of improvement hypotheses that are given below were then used to draw final conclusions on the relationship between company participation in OPI/KABA and overall performance: these were: a) Improvement in company financial results; b) Improvement in company image as an organization; c) Improvement in the customer experience on products and /or services; d) Introduction of new knowledge into the company; e) Improvement in the leadership and management style in our organization; f) Enabled integration of our processes; g) Helped us to determine our competitiveness as an organization; h) Enabled benchmarking to best practices; i) Improvement in employee morale; j) Enhanced innovation and creativity in the company; k) Improvement in the company's corporate social responsibility; l) Contribution to process improvement; m) Helped a critical assessment of ourselves; n) Helped put in place governance structures where there were none; o) Has helped us improve our governance structures where there was some; p) Earned us respect from our peers in the industry.

3.4 Data Analysis

In order to meet the main objective, the data was analysed using descriptive statistics such as frequencies, mean scores, percentages and standard deviation. Tables and charts were used to present the data. The mean scores and frequencies were used to determine the ratings of each parameter of measurement. A five point Likert scale (1 to 5) was used as the basis of measurement, where 5 represents the highest (best) level of positive sentiment and 1 the

lowest level of sentiment. Responses were averaged at a mean score and standard deviation used to compute how responses vary from one respondent to another. Theoretical validity was met by using a simple t test; trends in the responses were determined by simple mean distributions. This analysis was accomplished through the Statistical Package for the Social Sciences (SPSS) software package. The underlying goal was to search for trends, explicit or implicit, in the population of study. The following hypothesis was tested with respect to objectives of the study using a T test.

Null H_0: There is no significant relationship between company participation in OPI//KABA and business excellence/performance.

Alternate H_A: There is a significant relationship between company participation in OPI/KABA and business excellence/performance.

Decision rule: Reject H0 if calculated t is < -1.96 or $> +1.96$ (significance level = 0.05).

Frequency and percentage distribution tables were used to analyse Part A of the questionnaire. The other two parts were analysed using mean distributions, standard deviations and tabulations. By comparing the dimensions of means in Parts B and C of the questionnaire, it was expected that it was possible to identify the differences in the expectations and the observations in the data. A t-test was done to verify the statistical significance of the relationships in relation to the study.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter details the findings and discussions of the research study. The data is summarized descriptively into frequencies, percentages, and mean scores and distributions. They are summarised in tables and charts and described in order to show the trends in the data with regard to the respondent perceptions. The research work used a standard structured simple questionnaire and applied the economical analysis of means. The explanatory variables used in the measurement included company type, staff seniority, awareness about OPI/KABA and number of times of participation in TQM Award Schemes. Discussions on the implications of the findings on the research are also given in each section of this chapter.

4.2 Survey Response Rates

The number of questionnaires circulated was 50 out of which 30 were answered and returned for a response rate of 60%.

4.3 Characteristics of Purposive Sample

4.3.1 Awareness or Familiarity Status of Respondent with OPI Process

All respondents were expected to have absolute knowledge of, and sufficient exposure to the elements of the OPI to be able to rank the elements as required in the study objectives.

Table 4—1 Respondent Awareness or Familiarity with OPI Process

Awareness/Familiarity	Frequency	Percent
Yes	30	100.0
No	0	0

Table 4-1 above shows a 100 % positive response from the filter question on awareness or familiarity with the OPI process and its elements.

4.3.2 Number of times of Earlier Participation in OPI

Respondents were asked to state the number of times that their companies had participated in competing for available quality awards. to be considered to be deploying quality practises. Most of the companies (87%) targeted in the survey had been actively practising Quality Management, implying veritable data for this study.

4.3.3 Ownership Status of Company where Respondent is working

Table 4—2 Distribution by Ownership Status of Company

Ownership Status of Company	Frequency	%
100% Local Ownership	21	70
Partially owned by international firm	9	30
Total	30	100

Ownership Status of Company was found to be important in determining if the Excellence approach was indigenized. Table 4-2 below shows that most (70%) of the target companies in this survey were fully locally owned companies, indicating that TQM concept was indeed indigenized.

4.3.4 Job category of Respondent in Current Company

Respondents were asked to give details regarding their seniority. Three categories were given for which response was also expected from lower cadres of employees. However no response was observed from the lower cadres as shown in Table 4-3 below:

Table 4—3 Distribution by Category of Respondents' job

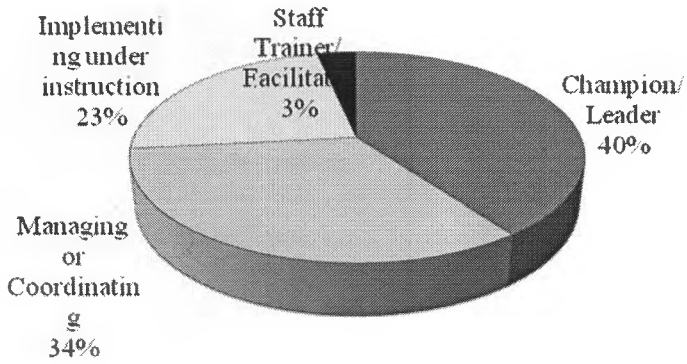
Job Category	Frequency	Percent
Senior Management	17	57
Middle Management	13	43
Unionisable Staff	0	0
Total	30	100.0

Table 4-3 above indicates that 57% of the respondents were senior managers and 43% were middle managers, implementers who were theoretically expected to fully comprehend the critical determinants of the OPI. This means that organizations are trusting managers acrossseveral levels to implment business excellence.

4.3.5 Active Role of Respondent in OPI Process

Respondents were also asked to define their respective roles in the OPI process. Figure 4—2 below shows the results:

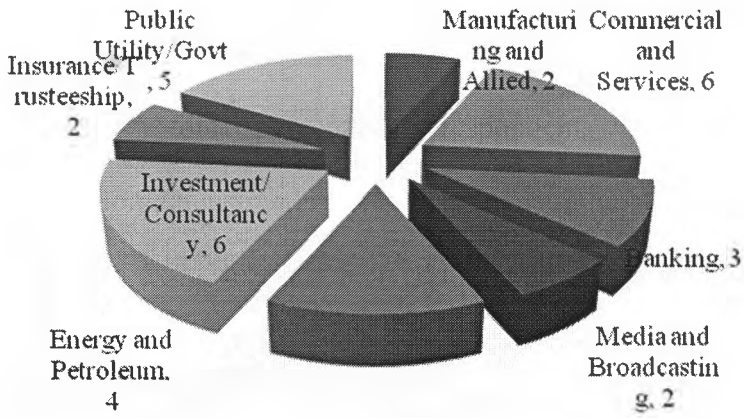
Figure 4-A Active Role of Respondent in OPI Process



As can be seen in Figure a-A, fourty percent of the respondents were Champion or Leader of the OPI process in their companies while 34% were managing or coordinating the process. The rest of the respondents 26% were all involved in the process as implementers.

4.3.6 Respondent Profile by Company Type

Figure 4-B Pie Chart showing Respondents' Profile by Company type



Source: Primary Data

Figure 4B shows the frequency distribution of respondents by the type of company that they were working for. It shows that there were large government concerns among the respondents' companies, and twenty-one business concerns. This indicates that organizations from several industries are willing to embrace the OPI Model.

4.3.7 Total Number of Staff working in the Target Company

Respondents were also asked to indicate the number of employees who were currently working in their companies.

Table 4—4 Distribution by Total Number of Staff working in Company

Total No. of Staff	Frequency	Percent
Up to 100	5	16.7
101 to 500	11	36.7
501 to 1000	5	16.7
More than 1501	9	30.0
Total	30	100.0

The table 4—4 shows that 36.7% of the participating companies employed more than 101 to 500 staff, 30% of the targeted companies employed more than 1501 staff members. .

4.4 Response Distribution by Percentages

At the onset of this study, the seven key concepts of the OPI Framework were detailed as the following: Leadership and Management: Vision: Quality Team: Training and Education: Employee Involvement: Continual Improvement Efforts: Customer and Market focus. Seven other factors that were found significant at the conclusion of the review were included in the analytical framework that was adapted for study. These factors were; Product and

Service Design; Creativity and Innovation; Interdepartmental Cooperation; Communication; Information and Knowledge Management; Quality Strategy and Policy; Supplier Management.

The respondents in this survey were sampled purposively to provide information by using a simple Likert Scale of 1-5 against a set of clearly stated hypotheses (1 for complete disagreement increasing through the highest level of agreement up to 5 for complete agreement). To examine the outlay of responses at 77 implementation indicators and 16 performance indicators, inferrential analysis for this study was accomplished through the analysis of means and standard deviations.

4.5 Results of the Analysis of Means

The tables below shows the results for the analysis of means for all the responses. The column on the extreme right ranks each of the means in order of deviation in central tendency towards a highest scale of 5 (denoting complete agreement) which is increasing from a lowest scale of 1 (denoting complete disagreement) with the corresponding hypothesis. Using figures from the table, towards complete disagreement (lowest mean at 1.53, SD=1.008) for that hypothesis (A: Leadership and Management No.7). This result is evident from the Tables 4—5 and 4—6 which show the most critical and least critical factors In order to meet the study objective of establishing the most important business performance success factors, responses to each hypothesis was aggregated to means to isolate the ten most critical and ten least critical factors irrespective of the above fourteen conceptual elements of OPI and TQM. The means were then ranked according to size.

4.5.1 Mean Distributions for the Critical Success Factors of OPI /TQM

The complete results of the array for all the critical factors and for individual OPI and the additional elements that were tested in the study are tabled in Table 4—5 and Table 4—6below.Table 4—5 and Table 4—6 show the most critical success factors and the least critical factors respectively.

Table 4—5: Ten Most Critical Success Factors

OPI INDICATORS	Mean	Std Err
1. If we analysed customer requirements extensively before releasing a product in the market.	**4.70**	0.466
2. If processes, practices, products and services were assessed periodically for improvement.	**4.63**	0.490
3. If there is adequate communication on the Business Excellence initiative	**4.63**	0.556
4. If all employees have a customer focus	**4.60**	0.675
5. If continual improvement efforts from any staff are rewarded	**4.57**	0.568
6. If we had a system to manage customer complaints	**4.57**	0.858
7. If different departments have compatible and consistent goals	**4.57**	0.504
8. If we engaged in benchmarking activities	**4.57**	0.805
9. If there are cross functional teams working normally within the organisation	**4.53**	0.571
10. If we had a better information and knowledge management system	**4.53**	0.568

Table 4—6 shows the least critical factors as derived from the analysis of means as was derived from the Likert Scale responses.

Table 4—6: Ten Least Critical Factors

OPI INDICATORS	Mean	Std Dev
1. If staff were coerced into embracing OPI by the leadership	**1.53**	1.008
2. If only management ideas are implemented	**1.57**	1.073
3. If departments are focused on their own goals and do not interact much with other departments.	**1.57**	1.135
4. If the main communication was from the OPI champion only.	**1.57**	0.817
5. If employees are coerced to support the OPI initiative.	**1.73**	1.172
6. If only customer service staff have customer focus	**1.77**	1.135
7. If our OPI champions were not senior staff (were lower management or unionisable)	**1.83**	0.986
8. If we were a regional company or because we are a regional company (in at least 3 East African countries	**1.97**	1.245
9. If only top management is involved in continual improvement efforts	**2.00**	1.414
10. If we lay a high emphasis on activity rather than results	**2.17**	1.367

From the tables given above, the most critical success factor for excellent business performance that was observed from the analysis is the extensive analysis of customer requirements before releasing a product into the market (M = 4.70, SD=0.466). The least critical factor is the coercion of company staff to adopt quality practices (M = 1.53, SD=1.008). Success requires that due attention is paid to the customer and conversely that staf are not coerced into any initiatives.

4.5.2 Leadership and Management

Table 4—7: Leadership and Management Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
I. Leadership and Management (1-7)	***3.65***		***IX***
1. If Top Management supported the implementation of business excellence	4.43	.898	19
2. If Heads of departments participated in the implementation of BE	4.40	.894	22
3. If We had a clear mission on excellence and quality	4.27	1.081	31
4. If BE and quality was part of the organization mission.	4.37	.718	24
5. If there were specific goals on BE and quality in the organisation	4.00	1.050	43
6. If only middle level managers and Executive leadership was involved in the implementation	2.53	1.502	66
7. If staff were coerced into embracing OPI by the leadership	1.53	1.008	77

The respondents were asked to rate leadership and management elements likely to affect successful implementation. The results show that leadership and management is critical (M=65) to success. The mean score was 3.65. Management leadership is defined in Seraph et al (1989) as; acceptance of quality responsibility by top management,evaluation of top management on quality and participation by top management in quality improvement efforts. Important elements under leadership include: top management support (M=4.43), and participation of heads of departments in implementation (M=4.40), inclusion of BE and quality in organization mission (M=4.37), clarity of mission on excellence and quality (M=4.27), the presence of specific goals on BE and quality in the organization (M=4.00). The involvement of only mid-level managers and executive leadership in implementation (M=2.53), and coercion of staff into embracing OPI (M=1.53) were considered as failure factors. Thus leadership has got a key role to play in successful implementation.

4.5.3 Vision

Table 4—8: Vision Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
II. Vision (8-13)	*3.32*		*XII*
8. If we had a Board of Directors in place	3.13	1.655	64
9. If there is a long term vision on where the company is headed	4.10	1.269	38
10. If we were a regional company or because we are a regional company (in at least 3 East African countries)	1.97	1.245	70
11. If there is a focus on more business results rather than just financial results at the highest	3.70	1.264	53
12. If there is a focus on the vision by none management and /or unionisable staff	3.23	1.478	62
13. If there is a focus on all round business results at the lowest level (e.g. lower level staff and unionisable staff)	3.77	1.165	51

The presence of a vision (M=3.32) is considered mostly important. TQM experts have long spoken about a unity of purpose in the implementation of TQM. The respondents rated existence of a long term vision (M=4.10) and a focus on all round business results at the lowest level (e.g. lower level staff and unionisable staff) (M=3.77) as key to success. A focus on business results rather than just financial results (M=3.70) a focus on the vision by non-management and unionisable staff (M=3.23) had a medium rating, It was found that having a Board of Directors in place (M=3.13) was moderately important and the fact that a company was regional (in at least 3 East African countries or local was insignificant to success. (M=1.97).

4.5.4 Role of Quality Department

Table 4—9: Role of Quality Department Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
III. Role of Quality Department (14-21)	***3.24***		***XIII***
14. If we had a more visible quality department	3.63	1.217	54
15. If the quality department/team had direct access or more direct access to top leadership	3.53	1.408	59
16. If the quality department/team had autonomy	3.40	1.453	61
17. If the quality department/team were professionals in quality or were so perceived as	3.63	1.299	55
18. If the OPI champions were trained early.	3.73	1.461	52
19. If it was our second or third time to participate.	2.93	1.388	65
20. If our OPI champions were visible or senior in the company	3.23	1.223	63
21. If our OPI champions were not senior staff (were lower management or unionisable)	1.83	.986	71

The role of the Quality Department received a mean score of 3.24. Factors within the role include, early training of the OPI champions which was rated highly at 3.73, a more visible quality department and a professional quality department which were both rated at highly at 3.63. This is probably because a team is needed to harness organization wide efforts in order to achieve success. This team is the quality team. Early training of OPI champions may also lead to them being better equipped to deliver value. Direct access to top leadership (M=3.53) and autonomy by the quality department (M=3.40) would most likely lead to better execution because of leadership sponsorship. Visible or senior OPI champions and second or third time participation were rated as somewhat important and were rated at [(M=3.23 and M=2.93)] respectively. It was found that it is not critical for lower management to be OPI champions (1.83).This is probably because they have little influence power.

4.5.5 Training and Education as a Success Factor

Table 4—10: Training and Education as a Success Factor Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
IV. Training and Education as a Success Factor (22-26)	***3.58***		***X***
Bd22 If quality related training was given to managers and supervisors	3.97	1.033	47
Bd23 If employees were trained in specific improvement tools and problem solving	4.27	.868	32
Bd24 If resources were availed for employee training overall	4.00	1.083	44
Bd25 Even if we did not get or have never received the OPI training from KIM	2.23	1.305	67
Bd26 If OPI champions were given the OPI training by KIM more than 3 months before the assessment	3.43	1.135	60

Training and Education was rated high M=3.58). Equipping employees with specific improvement and problem solving tools (M=4.27), making resources available for training overall (M=4.00) and giving managers and supervisors quality related training (M=3.97) were found to be critical to success. Anderson et al., (1995) Flynn et al., (1995) found that top management must ensure that the necessary resources for quality-related training is available. This is because staff cannot contribute gainfully if they do not understand the subject matter. The respondents also felt that it would be more fruitful if the OPI champions were given the OPI training by KIM more than 3 months before the assessment (M=3.43) and felt that it made a big difference rating the lack of it poorly at (M=2.23).

4.5.6 Employee Involvement

Table 4—11: Employee Involvement Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
V. Involvement of employees as a Success Factor (27-31)	***3.51***		***XI***
Be27 If non supervisory employees participated in (quality related) decision making	3.57	1.165	56
Be28 If employees were recognised for superior quality performance	4.17	1.053	36
Be29 If quality improvement programs involving employees e.g. quality circles, were implemented.	4.07	1.081	39
Be30 If there was systematic ideas generation and implementation by employees.	4.03	1.326	40
Be31 If employees are coerced to support the OPI initiative.	1.73	1.172	73

For success in company wide efforts, employees must be involved. (M=3.51) Employees should be involved in the process of change, a crucial factor according to Adebanjo and Kehoe (1999). Recognition for superior quality performance was perceived as significance (M=4.17) quality improvement programs involving employees was rated high (M=4.07) as well as systematic ideas generation and implementation by employees (M=4.03). Giving a chance to non supervisory employees to participate in (quality related) decision making was considered somewhat important (M=3.57) and again as in leadership above, coercion (M=.73) does not lead to success.

4.5.7 Continual Improvement Efforts

Table 4—12: Continual Improvement Efforts Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
VI. Continual Improvement Efforts (32-38)	***4.06***		***III***
Bf32 If quality issues are reviewed in executive and management meetings	4.40	.675	23
Bf33 If quality issues are reviewed in lower management or unionisable staff meetings	3.97	1.245	48
Bf34 If unit heads and managers assume an active role as facilitators or coaches of continual improvement and new methods	4.50	.630	12
Bf35 If statistical quality data is used to evaluate supervisor and managerial performance.	4.33	.711	28
Bf36 If processes, practices, products and services were assessed periodically for improvement.	4.63	.490	2
Bf37 If only top management is involved in continual improvement efforts	2.00	1.414	69
Bf38 If continual improvement efforts from any staff are rewarded	4.57	.568	5

One of the hallmarks of TQM is concentrated effort by management aimed at continuous improvement, open communication and cooperation throughout the value chain (Adebanjo and Kehoe, 1999; Bell and Burnham, 1989; Daft, 1998). Continuous improvement efforts were found to be critical to success. (M=4.06), periodic assessment of processes, practices, products and services for improvement (M=4.63), rewards to staff for continual improvement (M=4.57), coaching on continual improvement (M=4.50) and review of quality issues in executive meetings (M=4.40) were all rated very highly. Others rated well were; use of statistical quality data to evaluate supervisor and managerial performance (M=4.33) and review of quality issues in lower management or unionisable staff meetings

(M=3.97). Participation by only top management is in continual improvement efforts (M=2.00).was found to be less likely to lead to success.

4.5.8 Customer and Market Focus

Table 4—13: Customer and Market Focus Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
VII. Customer and Market Focus (39-44)	***3.97***		***IV***
Bg39 If we conducted regular customer satisfaction surveys	4.27	1.112	33
Bg40 If we had a system to manage customer complaints	4.57	.858	6
Bg41 If we determined internal customer satisfaction regularly	4.37	1.033	25
Bg42 If we had a marketing and customer focus strategy	4.23	1.135	34
Bg43 If all employees have a customer focus	4.60	.675	4
Bg44 If only customer service staff have customer focus	1.77	1.135	44

Customer focus (M= 3.97), is critical to success in an organization. All the customer elements were rated highly; Customer focused employees (M=4.60), management of customer complaints (M=4.57), regular determination of internal customer satisfaction (M=4.37), regular customer satisfaction surveys (M=4.27 and a marketing and customer focus strategy (M=4.23) got very high scores as critical to success. Having an organization in which only the customer service staff are focused on the customer focus (M=1.77) will not likely lead to success. This is for the reason that all organizations are in business selling products or services to customers and if they do not focus on the customer, they would soon be out of business.

4.5.9 Product and Service Design;

Table 4—14: Product and Service Design Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
VIII. Product and Service Design (45-49)	***3.91***		*V*
Bh45: If we thoroughly reviewed product and services before the product or service is released into the market.	4.37	.928	26
Bh46 If we analysed customer requirements extensively before releasing a product in the market.	4.70	.466	1
Bh47 If we are clear as a company (not individuals) on what our core competencies are	4.43	1.073	20
Bh48 If we lay a high emphasis on results rather than activity	3.87	1.306	50
Bh49 If we lay a high emphasis on activity rather than results	2.17	1.367	68

Product sales or service delivery (M=3.91) is what keeps an organization as a going concern. Without a product or service there is no company. It is no wonder that extensive analysis of customer requirements before releasing a product in the market (M=4.70) and clarity on the organizations core competencies (M=4.43) received one of the highest scores in the study. Thorough review of product and services before the product or service is released into the market (M=4.37) was also seen as important. Emphasis on results rather than activity (M=3.87) was found to be more important than emphasis on activity rather than results (M=2.17).

4.5.10 Creativity and Innovation

Table 4—15: Creativity and Innovation Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
IX. Creativity and Innovation 50-54	***3.67***		***VIII***
Bi50 If there is a systematic way to evaluate employee suggestions objectively.	4.33	.922	29
Bi51 If employees are encouraged and free to give suggestions.	4.47	.681	15
Bi52 If financial rewards are given to individuals for great suggestions.	3.57	1.040	58
Bi53 If non financial rewards are given to individuals for great suggestions.	4.03	.999	41
Bi54 If there is a systematic way of promoting worker (none management or unionisable) contributions	4.03	1.129	42
Bi56 If only management ideas are implemented	1.57	1.073	74

There is data to show that successful companies have ideas generation and implmentation mechanisms in place. Creativity and innovation received a moderte rating.(M=3.67).though. Encouraging employees to give suggestions (M=4.47), systematic and objective evaluation of employee suggestions (M=4.33) and non financial rewards for suggestions (M=4.03) were rated highly. Implementation of management ideas alone without implementing those of the other levels received a negative rating (M=1.57).

4.5.11 Interdepartmental Cooperation

Table 4—16: Interdepartmental Cooperation Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
X. Interdepartmental Cooperation 57-60	***3.79***		***VI***
Bj57 If there are cross functional teams working normally within the organisation	4.53	.571	9
Bj58 If problems are solved cross functionally	4.50	.572	13
Bj59 If different departments have compatible and consistent goals	4.57	.504	7
Bj60 If departments are focused on their own goals and do not interact much with other departments.	1.57	1.135	75

Respondents were of the view that interdepartmental cooperation is moderately important to success (M=3.79). Presence of compatible and consistent goals amongst department (M=4.57), cross functional teams worked normally within organisations (M=4.53) and solving of problems cross functionally (M=4.50) are perceived as leading to success. On the other hand, if departments are focused on their own goals and do not interact much with other departments (M=1.57) this would most likely lead to failure.

4.5.12 Communication

Table 4—17: Communication Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
XI. Communication 61-64	***3.76***		***VII***
Bk61 If the communication system keeps all employees well informed.	4.37	.556	27
Bk62 If there is adequate communication on the Business Excellence initiative	4.63	.681	3
Bk63 If part of the communication on Business Excellence is or was from the CEO or Managing Director	4.47	.817	16
Bk64 If the main communication was from the OPI champion only.	1.57	.507	76

Communication is key to success (M=3.76), Adequate communication on the Business Excellence initiative (M=4.63), Communication by the lead sponsor the CEO or Managing Director (M=4.47) and keeping all employees well informed (M=4.37) was considered as key to success. On the other hand communication from the OPI champion alone could lead to failure (M=1.57).

4.5.13 Information and Knowledge Management

Table 4—18: Information and Knowledge Management Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
XII. Information and Knowledge Management (65-68)	***4.31***		***II***
Bl65 If we had a better information and knowledge management system	4.53	.568	10
Bl66 If we engaged in benchmarking activities	4.57	.805	8
Bl67 If we had some form of research and development activity in place	4.20	.828	35
Bl68 If we participated in the KIM COYA participants learning workshops	3.93	.860	49

Information and Knowledge management was also highly rated at of (M=4.31) (Anderson et al., (1995) Flynn et al., (1995) found that for success, employees need to engage in benchmarking activities. Engagement in benchmarking activities (M=4.57) better information and knowledge management system (M=4.53) and some form of research and development (M=4.20) as well as participation in the KIM COYA participants learning workshops (M=.93) therefore all received high scores. This is probably because there can be no improvement without learning.

4.5.14 Quality Strategy and Policy

Table 4—19: Quality Strategy and Policy Mean and Rank distribution

INDICATORS (1)	Mean	Std Dev	Rank
XIII. Quality Strategy and Policy (69-73)	***4.31***		***I***
Bm69 If there exists another quality system in place already e.g. ISO, Kaizen, productivity.	4.47	.507	17
Bm70 If there is a comprehensive quality plan in place	4.53	.682	11
Bm71 If there is clarity of roles through Job Descriptions and delegations.	4.50	.682	14
Bm72 If we conducted quality audits more frequently and more thoroughly detailed quality audits	4.47	.629	18
Bm73 If audits were more thorough (whether many or few, external or internal)	4.13	.900	37

A Quality strategy and policy is key to success; this received the highest overall score of (M=4.31). Important factors under this include: existence of a comprehensive quality plan (M=4.53), clarity of roles (M=4.50), an existing quality system e.g. ISO, Kaizen, productivity (M=4.47), and quality audits (M=4.47). These were all deemed to be significantly important. This therefore could be the framework upon which the BE model runs thus leading to success.

4.5.15 Supplier Management

Table 4—20: Supplier Management Mean and Rank distribution

Source; Primary data

INDICATORS (1)	Mean	Std Dev	Rank
XIV. Supplier Management (74-77)	***3.97***		***IV***
Bn74; If we brought our suppliers/ subcontractors on board more objectively i.e. if they were engaged in a more transparent objective manner)	4.43	1.129	21
Bn75 If we had a closer relationship with our suppliers/ subcontractors	4.30	.568	30
Bn76 If we worked with our suppliers/ subcontractors to improve their processes	4.00	.702	45
Bn77 If we provided more training and guidelines for our suppliers/ subcontractors	4.00	1.017	46

Supplier management received a high average of 3.97. Supplier related factors scored as follows: Objectively procured suppliers / subcontractors (M=4.43), a close relationship with suppliers (M=4.30), helping them improve their processes (M=4.00) and giving them more training and guidelines (M=4.00) were all deemed to be critical to success. This could be because suppliers are a key partner in operations and a supplier that does not meet your standards could easily lead to failure. This is consistent with the ISO 9001 principle of quality that requires that for quality, we need mutually beneficial supplier relationships.

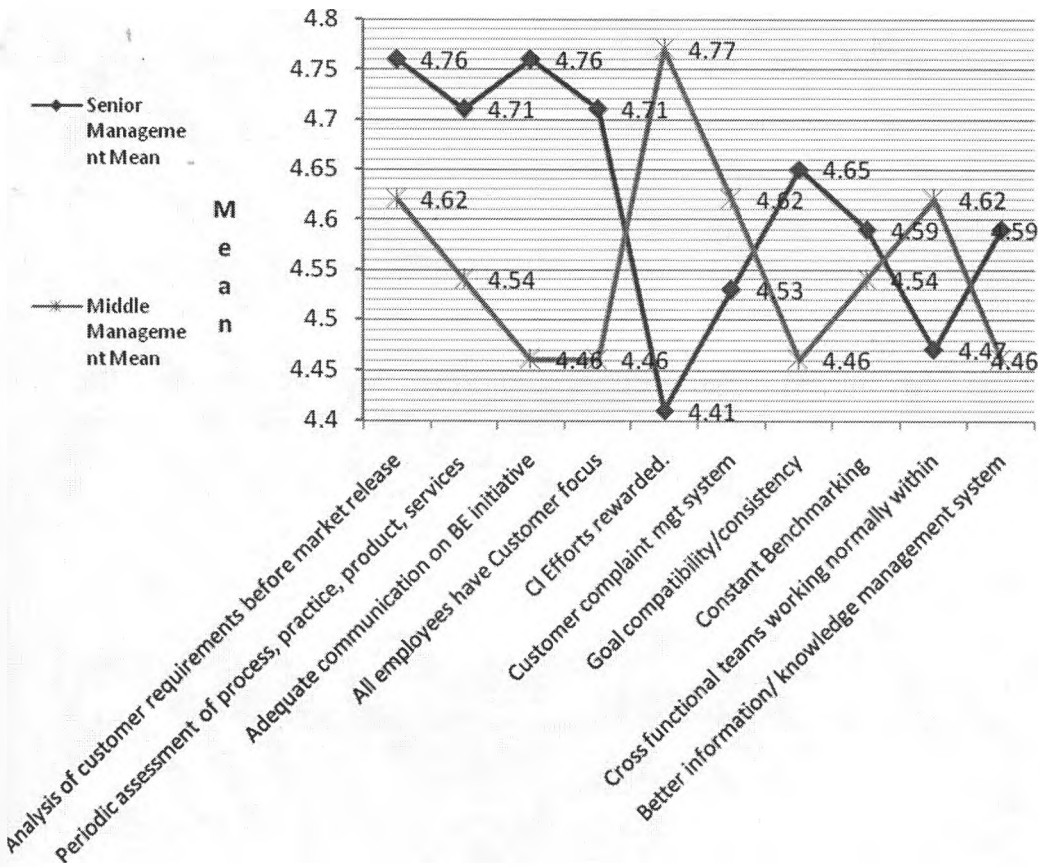
4.6 Factors affecting Perceived Extent and Contribution of OPI Approach

Apart from seeking to isolate the critical success factors for business performance, this study also set out to determine contextual implications specifically relating to the OPI, through explaining some of the variations in the outcomes of the analysis. To achieve this objective,

means of responses were compared against explanatory variables such as; the awareness or familiarity of respondent with OPI process; number of times of respondents' company participation in quality award schemes; current ownership of company; seniority of respondent in the company; respondent's active role in OPI process; type of company; and the number of staff hired by company. The results are summarized as likelihoods applicable under each conceptual determinant, as follows:

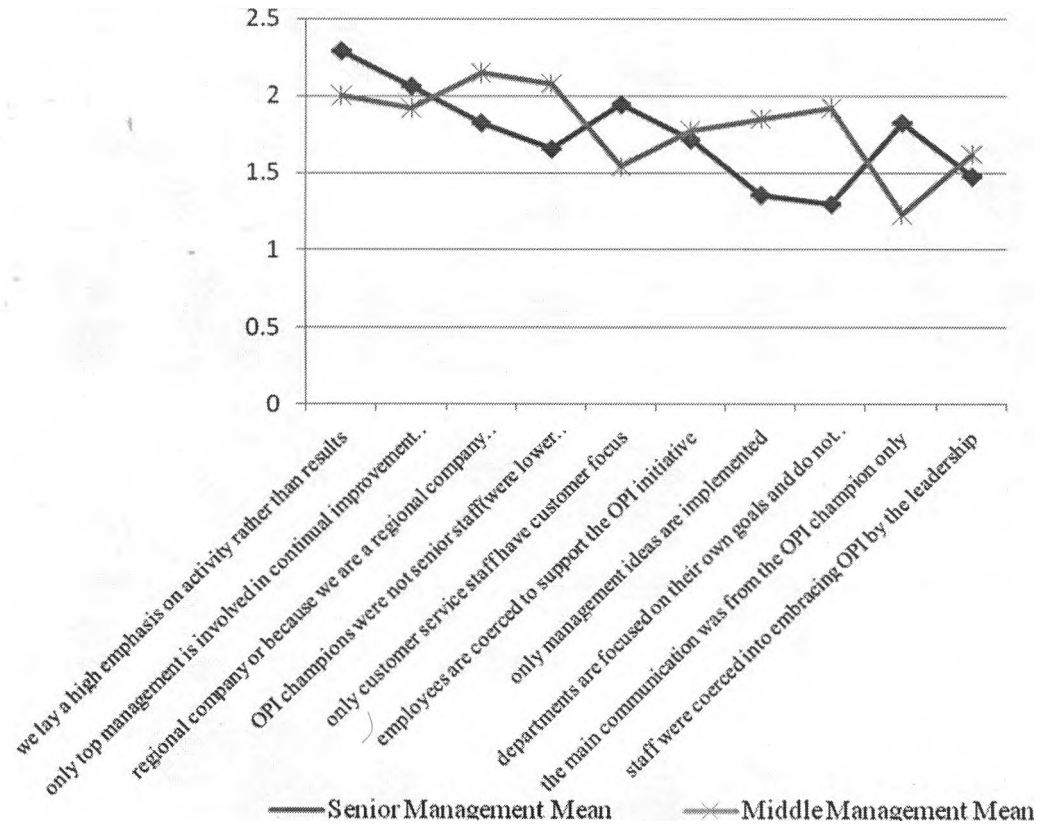
4.7 Relationship between Means of Indicators and Explanatory Variables

Figure 4-C Most significant Critical Success factors and Seniority



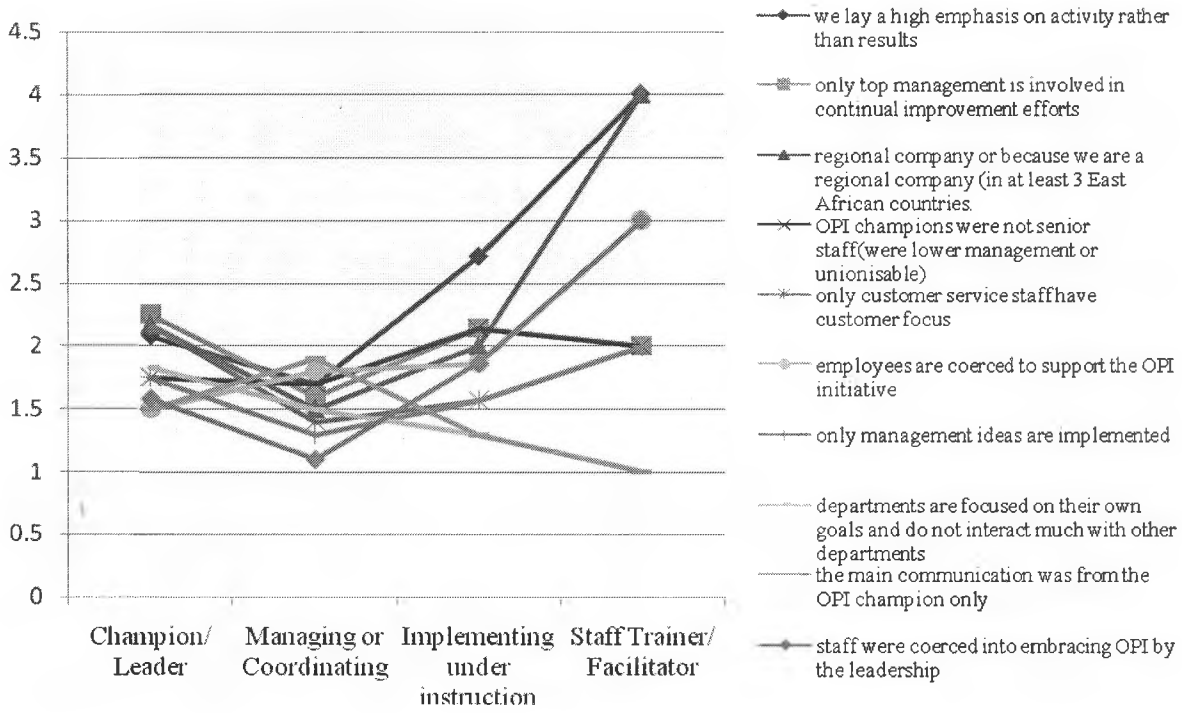
The distribution of responses across status of respondent for the most significant CSFs is illustrated in Figure 4-C. The line chart shows a marginal gap between the perceptions of senior managers and middle managers with regard to the impact of rewarding continual efforts and providing adequate communication on BE initiatives. These differences are probably due to the difference in perceptions based on the amount of information and compensation one receives based on their position.

Figure 4-D Least Significant Critical Success Factors and Seniority



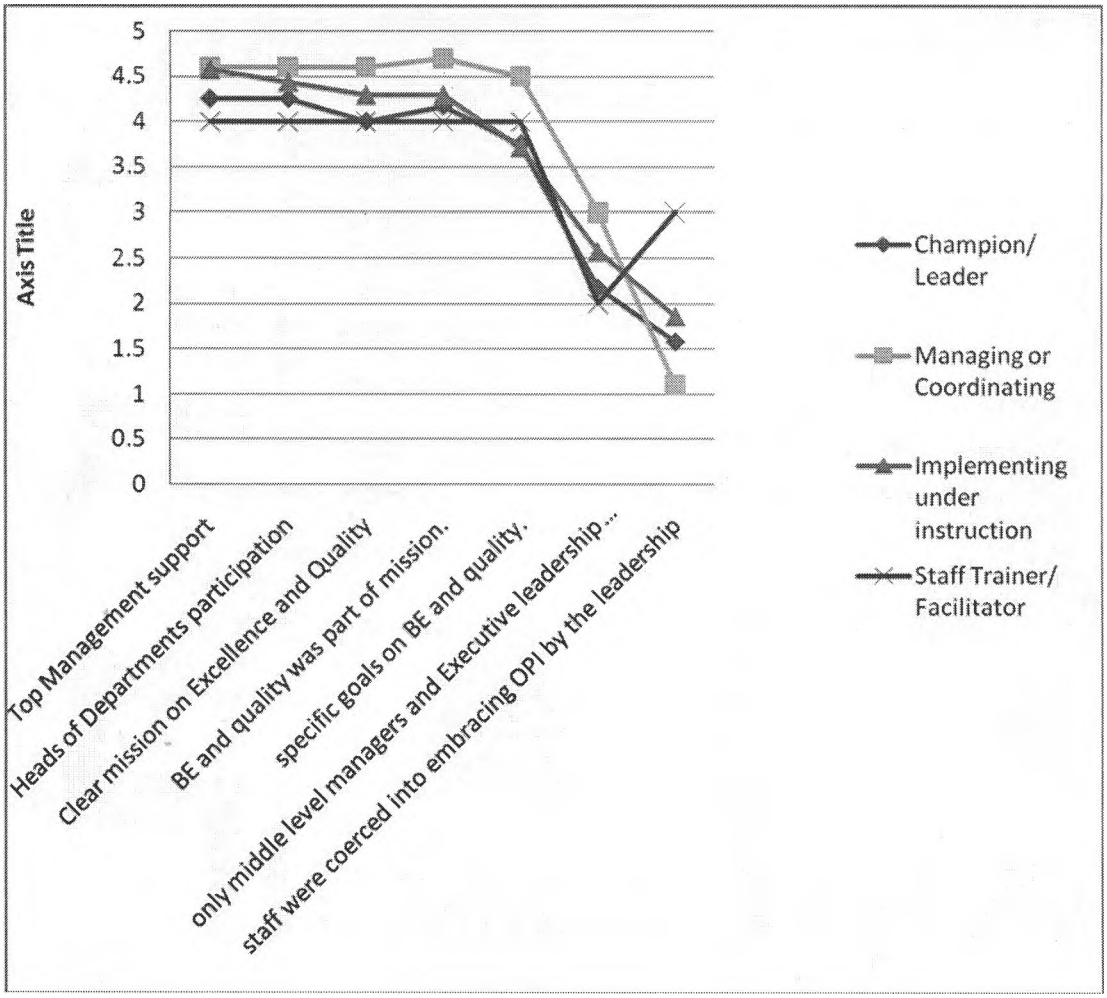
The distribution of responses for the least significant CSFs across the status of respondent is illustrated in Figure 4-D. There is no significant gap in their perceptions.

Figure 4-E Least Significant Success Factors and Role of Respondent in OPI Process



The distribution of ratings for the least significant CSFs across the different roles of respondents in the target companies is shown on Figure 4-E. There appears to be no significant gap in their perceptions. This is because these are all quality professionals or they have an adequate understanding of quality enough to have the same views or perceptions about these success factors regardless of their position in the company.

Figure 4-F Leadership and Management CSFs by Role in OPI Process



The distribution of ratings for the least significant CSFs across the different roles of respondents in the target companies is shown on Figure 4-F. Again there appears to be no significant gap in their perceptions. Again most likely due to the same reason that there perceptions here are those of a quality professional and not that of there normal position in the company. Thus it is the same perception regardless of their seniority or lack thereof in the company.

4.8 Mean Distribution of Performance Improvement Indicators

Another specific objective of this study was to determine or qualify the extent to which company participation in the OPI and general deployment of BE practice had contributed to business performance in selected companies in Kenya

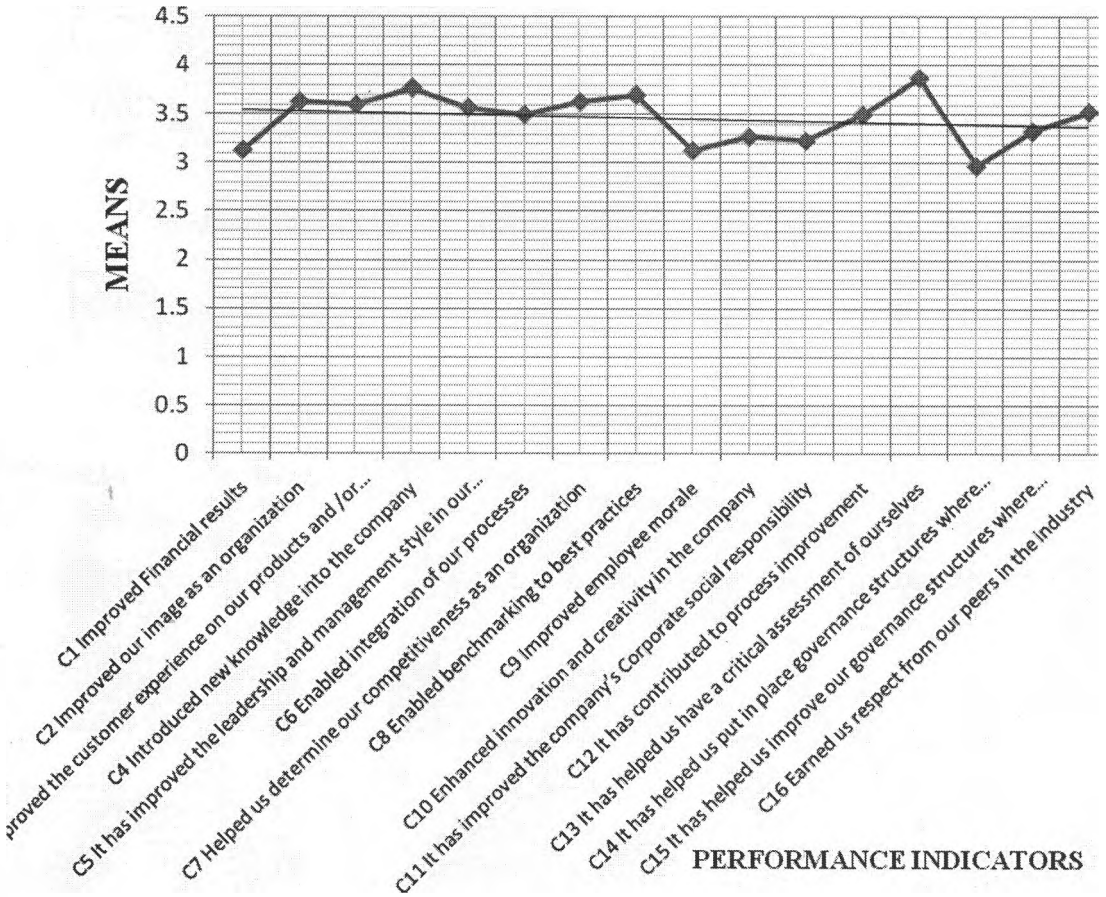
Table 4—21: Analysis of Mean distribution for Performance Improvement Indicators

4.17 Participation in OPI or COYA/KABA has:		
C1 Improved Financial results	**3.13**	1.106
C2 Improved our image as an organization	**3.63**	1.189
C3 Improved the customer experience on our products and /or services	**3.60**	1.221
C4 Introduced new knowledge into the company	**3.77**	1.165
C5 It has improved the leadership and management style in our organization	**3.57**	1.223
C6 Enabled integration of our processes	**3.50**	1.167
C7 Helped us determine our competitiveness as an organization	**3.63**	1.159
C8 Enabled benchmarking to best practices	**3.70**	1.088
C9 Improved employee morale	**3.13**	1.306
C10 Enhanced innovation and creativity in the company	**3.27**	1.172
C11 It has improved the company's Corporate social responsibility	**3.23**	1.278
C12 It has contributed to process improvement	**3.50**	1.225
C13 It has helped us have a critical assessment of ourselves	**3.87**	1.042
C14 It has helped us put in place governance structures where there were none	**2.97**	3.690
C15 It has helped us improve our governance structures where there was some	**3.33**	3.690
C16 Earned us respect from our peers in the industry	**3.53**	1.241
OVERALL	***3.46***	1.196
(OVERALL) ABSOLUTE MEAN	***3.72***	

Source: Primary Data

.In the Table 4-7 shown above, results of another Likert Scale ranking done by the respondents is compiled. A tendency towards 5 implies a trend towards complete agreement that participation in OPI/KABA is considered to have a significant positive relationship with the performance improvement indicator in question (from C1-C16).

Figure 4-G Performance Indicators



The overall mean (M= 3.72) at the bottom end of the table implies that there is an agreement among the respondents that participation in BE will result in improvement in company performance. This is consistent with the findings of past researchers as demonstrated in the literature review.

4.9 Statistical Significance

The one sample T test for statistical significance was carried out to establish if there is a relationship between implementation of a BE and improved business performance. The confidence interval was set at 95% (0.05 significance level). The results are tabulated below.. The following hypothesis was tested;

H_0 (Null hypothesis); there is no significant relationship between participation in OPI/KABA and excellent business performance.

H_1 (Alternative hypothesis); there is a significant relationship between participation in OPI/KABA and excellent business performance.

Decision rule: Reject H_0 if calculated T is <-1.96 or >+1.96 (significance level =0.05)

Table 4—22: Result of T Test

One-Sample Test						
	Test Value = 0					
					95% Confidence Interval of the Difference	
Variable	t	df	p-value	Mean Difference	Lower	Upper
Participated in OPI/COYA/KABA?						
Improved our Financial results	15.519	29	.000	3.133	2.72	3.55
Improved our image as an organization	16.744	29	.000	3.633	3.19	4.08
Improved the customer experience on our products and /or services	16.155	29	.000	3.600	3.14	4.06
Introduced new knowledge into the company	17.707	29	.000	3.767	3.33	4.20
Improved the leadership and management style in our organization	15.975	29	.000	3.567	3.11	4.02
Enabled integration of our processes	16.426	29	.000	3.500	3.06	3.94
Helped us determine our competitiveness as an organization	17.168	29	.000	3.633	3.20	4.07
Enabled benchmarking to best practices	18.634	29	.000	3.700	3.29	4.11
Improved employee morale	13.140	29	.000	3.133	2.65	3.62
Enhanced innovation and creativity in the company	15.260	29	.000	3.267	2.83	3.70

mproved the company's Corporate social responsibility	13.857	29	.000	3.233	2.76	3.71
contributed to process improvement	15.652	29	.000	3.500	3.04	3.96
Helped us have a critical assessment of ourselves	20.332	29	.000	3.867	3.48	4.26
Helped us put in place governance structures where there were none	5.392	29	.000	3.633	2.26	5.01
Helped us improve our governance structures where there was some	14.711	29	.000	3.333	2.87	3.80
Earned us respect from our peers in the industry	16.184	29	.000	3.533	3.09	3.98

Overall, all p values in this study were much < 0.05 therefore the result from this analysis corresponds to the theoretical expectation that implementation of BE could be significantly positively related to improvement in business performance. Therefore the null hypothersis that there is no significant relationship between participation in OPI/KABA and excellent business performance is rejected.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main objective of this study was to rate the critical success factors and corresponding performance measurements (i.e. the universal set of practices) that account for successful implementation of BE in selected companies in Kenya.

The specific objectives were:

i). To determine the factors contributing to success in the implementation of the OPI excellence model in Kenya.

ii). To determine the extent to which the OPI excellence approach has contributed to improved business performance in selected companies in Kenya.

5.2 Summary of Findings

It has been documented by quality gurus (Deming, 1986; Juran, 1986), that management leadership is an important factor in TQM implementation. This is because it improves performance across several factors and influences other TQM practices (Flynn et al., 1995; Wilson and Collier, 2000). It is no wonder that having a Quality Strategy and Policy is perceived as the most important overriding factor. For the same reason that it is a framework and influences all the other factors.

An information and knowledge system was found to be equally important to successful implementation of BE. Anderson et al., (1995) found that top management must ensure that the necessary resources for quality-related training is available. One of the most beneficial trainings identified by the study as needed is training of employees in specific improvement tools and on problem solving. In addition engagement in benchmarking activities through which new knowledge is brought into the company was also identified as vital.

The third most critical broad factor is continual improvement. This was identified by Garg et al. (2010) as contributing to successful implementation of TQM. The sub factors within continual improvement include rewarding staff for continual improvement efforts and periodic assessment of processes, practices, products and services for improvement. This is probably because rewarding staff encourages creativity and periodic assessment helps question status quo thus leading to improvement.

The other overriding factor leading to successful implementation of BE is a focus on the customer, specifically extensive analysis of customer requirements. It was also found that for success, all staff should be customer focused and there should be a system in place to manage customer complaints. This is probably because all businesses exist to provide services and cannot succeed without customers. Kamau (2009) found that customer focus is a key ingredient to winning of COYA.

Suppliers and subcontractors are a key partner in operations. A supplier that does not meet your standards could easily lead to failure. This maybe the reason why supplier management

made it as one of the top five over ridding factors. This is consistent with the principle that requires that for quality, we need mutually beneficial supplier relationships.

Other sub factors that made it to top ten and are not mentioned above are adequate communication on the Business Excellence initiative, ensuring that different departments have compatible and consistent goals and having cross functional teams working together within the organisation. All these are due to the fact that quality initiatives require a shared vision and organization wide efforts have to be channelled towards a common goal.

Some of the factors found to be detrimental to successful implementation of a BE model include: coercion by leadership and a focus management ideas only. This is mostly likely because they do not involve staff or get their buy in. A focus by different departments on their own goals without consideration of other departments' goals and a focus on the customer by the customer service department alone. These are mostly likely due to lack of a shared vision and synergy by and across different departments.

Finally in the top five, communication from the OPI champion alone is negatively related to success. This is probably because executive sponsorship is key to success.

On the second objective:

> To determine the extent to which the OPI excellence approach has contributed to improved business performance in selected companies in Kenya.

It was found that OPI excellence approach has contributed significantly to improved business performance in selected companies in Kenya. The study found that the BE approach; has enabled companies have a critical assessment of themselves, helped them determine their competitiveness as an organization and helped them improve their leadership and management style.

According to the respondents, a BE approach introduced new knowledge into their organization and enabled them benchmark to best practices. Implementation of BE also contributed to process improvement and enabled organizations to integrate their processes. The research data further shows that participating in OPI improved the organizations image and earned it respect from peers in the industry. Finally the study found that instituting a business excellence approach ultimately improved the customer experience on products and /or services.

5.3 Conclusions

It can be concluded from the findings, that there are certain factors that will lead to successful implementation of a business excellence model and implementation of a business excellence approach can lead to improved business performance.

The highest scoring broad factor is the requirement that a Quality Strategy and Policy be established. Management leadership is defined in Seraph et al (1989) as; Participation by top management in quality improvement efforts and in comprehensive quality planning. It has been documented by quality gurus (Deming, 1986; Juran, 1986), that management

The fourth significant factor is a customer and market focus including analysis of customer requirements and management of customer complaints. Finally, the last of the top five factors is supplier management, the most significant related factor of which was found to be objective procurement of suppliers.

Other sub factors affecting successful implementation of BE is recognition of employees for superior quality performance and the use of cross functional teams working normally within the organisation. This is consistent with the findings by (Bonito, 1990; Flynn et al. 1995) that successful implementation of BE can be enhanced by instituting quality-based incentive and compensation procedures as well as having unity of purpose across the organization.

The following were found to affect implementation of business excellence adversely. Coercion of staff into embracing OPI and implementing of managers ideas only. This is most likely because implementing managers ideas alone does not involve staff and encourage their buy in. Focus by departments on their own goals without consideration of other department goals and focus on the customer by the customer service department alone. This is most likely due lack of a shared vision and lack of synergy by various departments. Communication from the OPI champion alone is negatively related to success probably because executive sponsorship is key to success.

Conclusion on business results

On business results, it can be concluded that adoption of a Business Excellence approach can lead to significant improvement of an organisations performance. Mann and Saunders

(2007) indicated that organisations which have adopted BE are more likely to achieve excellent business results comprising customer satisfaction rating, financial and market results, human resource results, and organisational effectiveness rating. The vast majority of organizations use self-assessment models of Business Excellence to identify areas of strength, opportunities for improvement, and to focus on their way forward.

The study show that BE helps organizations have a critical assessment of themselves, improves the customer experience on products and /or services, enables integration of company processes and contributes to process improvement.

(Adebanjo, 2001; Mann Saunders, 2007; Jacob et al., 2004) found that, BE leads to promotion of an awareness of quality management, sharing of best practices, recognition of performance excellence, benchmarks and understanding of the requirements for performance excellence. It was agreed that implementation of BE introduced new knowledge into the company and enabled benchmarking to best practices with other participating companies. BE enables an organization determine its competitiveness

Respondents agreed that implementation of BE results in improved leadership and management style. Das et al. (2000), found that high involvement practices by leadership and staff are positively correlated with quality practices; quality practices are positively correlated with customer satisfaction; customer satisfaction is positively correlated with firm performance

Respondents indicated that the BE approach had a moderate impact on the following management issues, improvement of governance structures where there was some enhancing

of innovation and creativity in the company and improvement in the company's corporate social responsibility. The least impacted results was found to be improved financial results and improved employee morale. That is a BE impacts financial performance and employee morale moderately and hardly helps assessed organizations put in place governance structures where there were none

5.4 Recommendations

Pursuant to the preceding findings, the study recommends that:

Leadership and management take a lead in the implementation of quality and start by developing a quality strategy and policy. According to the findings, some of the high priority areas to be included in the Quality strategy should be extensive analysis of customer requirements, periodic assessment of products and processes, a strategy for rewarding continual improvement and management of customer complaints. This is because these were the factors most critical for successful implementation of BE.

Further organizations need to put in place mechanisms to ensure that all employees understand the customer needs and are customer focused. A customer and market strategy is required and a system needs to be put in place to determine the customer satisfaction levels.

It is recommended that organizations put in place an information and knowledge management system, engage in benchmarking activities and institute research and development. They should also participate in the business excellence service providers learning workshops which they should do well in advance of the assessment.

From the findings, it is further recommended that, different departments have compatible and consistent goals and cross functional teams be established to solve problems within the organization.

Organizations should find creative ways of engaging employees and keep them involved. Employee involvement, systematic ideas generation, implementation and reward schemes should be set up. In addition, there should be regular recognition of employees. It is recommended that that staff be trained in quality and problem solving tools as well as on other quality related training.

In order to satisfy the customer, a focus on product and service design as well as proper management of subcontractors or suppliers is required.

A word of caution on the factors that are negatively related to successful implementation: leadership is critical to implementation but should not coerce the employees. In addition they should not, just implement management ideas only or allow communication from the OPI champions only.

Top management should support the process and be willing to invest time and resources in training staff and undertaking audits. All staff should be involved in the process and it should not be seen as a preserve of the senior management. Organizations must maintain continuous improvement and enhance a quality culture within the organization to achieve BE.

5.5 Suggestions for further Research

Certain limitations were observed in the course of this study; empirical generalization limits that are inherent in purposive sampling and distinctive measurement limits associated with perception data analysis.

In view of the preceding limitations, the study suggested the extension of the analysis to:

i) Undertake further survey and analysis of the views of customers and suppliers to an organization before and after OPI process.

ii) The operational framework for the OPI study borrows extensively from Seraph et al (1989) which has repeatedly been proven as an empirically useful instrument for measuring TQM practices (cf Kaynak, 2003). Future research could involve comparative analysis for the same elements for OPI across a larger sample and across a greater number of variables.

iii) Interrelationships or correlations between critical success factors in the area of TQM/ OPI practices could be examined using more sophisticated statistical analysis beyond mean distributions to isolate direct and indirect relationships as a step further to the perceptual affirmation of relationship that are accomplished in this study

iv) The research study was also quantitative in nature, to a certain degree, as it identified the aggregate position of the situation without interrogating the quality of individual responses through interviews. A qualitative case study could be conducted in future to dwell deeper into the reasons behind how and why employees perceive strategic issues as identified in the findings of this study

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APPENDICES

Appendix 1: Study Questionnaire

Questionnaire on the Implementation of the Organization Performance Index Excellence Model and Business Performance in Kenya

Company Name:.....

Introduction:

The Organization Performance Index (OPI) is an integrated score that determines an organizations' competitiveness. The scores are initially generated from weighted scoring of various areas of management which include Leadership and Management, Human resource focus, Customer Orientation and Marketing, Financial Management, Innovation, Information and Knowledge Management and lastly Productivity and Quality. The OPI excellence model then generates a rating between 1 and 10. You have received this questionnaire because you have participated on the OPI at least once.

Part A: RESPONDENT AND COMPANY PROFILE

Please respond to the following questions to the best of your ability. **Indicate with an X** your appropriate choice:

A1. Your Name.....

Position:.....

Department.....

A2	**Your job falls within:**	
	Senior Management	
	Middle Management	
	Unionisable staff	
A3.	**How many times has this company participated in OPICOYA/KABA before**	
A4.	**Are you 100% locally owned or partially owned by an international firm?**	

	100% local	
	Partially owned by an international firm	

A5.	**What is the total number of staff in the organization?**	
	Up to 100	
	100 to 500	
	500 to 1000	
	1000 to 1500	
	Over 1500	

A6.	**I am aware/familiar with the OPI Process**	
	Yes	
	No	
Give a brief summary of the role you play in OPI process		

PART B: Kindly indicate the extent to which the following parameter contributes/has contributed to successful implementation of business excellence in your organization. We would get a high score in OPI or win a COYA award if: (See key below):

Business Excellence here means the company efforts and initiatives to meet the 7 determinants in the OPI criteria.

1	2	3	4	5
Disagree completely	Mostly Disagree	Somewhat Agree	Mostly Agree	Agree very much

We would get a high score in OPI or win a COYA award if:

	We would get a high score in OPI or win a COYA award if:	1	2	3	4	5
A	**Leadership and Management**					
1	Top Management supported the implementation of business excellence(BE)					
2	Heads of departments participated in the implementation of BE					
3	We had a clear mission on excellence and quality					
4	If BE and quality was part of the organization mission.					
5	If there were specific goals on BE and quality in the organisation.					
6	If only middle level managers and Executive leadership was involved in the implementation					
7	If staff were coerced into embracing OPI by the leadership.					

	Vision					
	We would get a high score in OPI or win a COYA award if:					
8	If we had a board of directors in place					
9	If there is a long term vision on where the company is headed					
10	If we were a regional company or because we are a regional company (in at least 3 East African countries.					
11	If there is a focus on more business results rather than just financial results at the highest level					
12	If there is a focus on the vision by none management and /or unionisable staff					
13	If there is a focus on all round business results at the lowest level (e.g. lower level staff and unionisable staff)					
	Kindly note that for this section quality team may also include or mean OPI champions depending on your organisation structure.					
	Role of Quality Department					
	We would get a high score in OPI or win a COYA award if:					
14	If we had a more visible quality department					
15	If the quality department/team had direct access or more direct access to top leadership					
16	If the quality department/team had autonomy					
17	If the quality department/team were professionals in quality or were perceived as such					
18	If the OPI champions were trained early.					
19	If it was our second or third time to participate.					
21	If our OPI champions were visible or senior in the company					
	If our OPI champions were not senior staff(were lower management or unionisable)					
	Training and Education as a success factor					
	We would get a high score in OPI or win a COYA award if:					
22	If quality related training was given to managers and supervisors					
23	If employees were trained in specific improvement tools and problem solving					
24	If resources were availed for employee training overall					
25	Even if we did not get or have never received the OPI training from KIM					
26	If OPI champions were given the OPI training by KIM more than 3 months before the assessment.					
	Involvement of employees as a success factor					
27	If non supervisory employees participated in (quality related)decision					

	making					
28	If employees were recognised for superior quality performance					
29	If quality improvement programs involving employees e.g. quality circles, were implemented.					
30	If there was systematic ideas generation and implementation by employees.					
31	If employees are coerced to support the OPI initiative.					
	Continual Improvement Efforts					
32	If quality issues are reviewed in executive and management meetings					
33	If quality issues are reviewed in lower management or unionisable staff meetings					
34	If unit heads and managers assume an active role as facilitators or coaches of continual improvement and new methods					
35	If statistical quality data is used to evaluate supervisor and managerial performance.					
36	If processes, practices, products and services were assessed periodically for improvement.					
37	If only top management is involved in continual improvement efforts					
38	If continual improvement efforts from any staff is rewarded.					
	Customer and Market Focus					
39	If we conducted regular customer satisfaction surveys					
40	If we had a system to manage customer complaints					
41	If we determined internal customer satisfaction regularly					
42	If we had a marketing and customer focus strategy					
43	If all employees have a customer focus					
44	If only customer service staff have customer focus					
	Product and Service Design					
45	If we thoroughly reviewed product and services before the product or service is released into the market.					
46	If we analysed customer requirements extensively before releasing a product in the market.					
47	If we are clear as a company (not individuals) on what our core competencies are					
48	If we lay a high emphasis on results rather than activity					
49	If we lay a high emphasis on activity rather than results					
	Creativity and Innovation					
50	If there is a systematic way to evaluate employee suggestions objectively.					

51	If employees are encouraged and free to give suggestions.					
52	If financial rewards are given to individuals for great suggestions.					
53	If non financial rewards are given to individuals for great suggestions.					
54	If there is a systematic way of promoting worker (none management or unionisable) contributions					
56	If only management ideas are implemented.					
	Inter-departmental Cooperation					
57	If there are cross functional teams working normally within the organisation					
58	If problems are solved cross functionally					
59	If different departments have compatible and consistent goals					
60	If departments are focused on their own goals and do not interact much with other departments.					
	Communication					
61	If the communication system keeps all employees well informed.					
62	If there is adequate communication on the Business Excellence initiative					
63	If part of the communication on BE is/was from the CEO or Managing Director					
64	If the main communication was from the OPI champion only.					
	Information and Knowledge Management					
65	If we had a better information and knowledge management system					
66	If we engaged in benchmarking activities					
67	If we had some form of research and development activity in place					
68	If we participated in the KIM COYA participants learning workshops					
	Quality Strategy and Policy					
69	If there exists another quality system in place already e.g ISO, Kaizen, productivity.					
70	If there is a comprehensive quality plan in place					
71	If there is clarity of roles through Job Descriptions and delegations.					
72	If we conducted quality audits more frequently and more thoroughly detailed quality audits					
73	If audits were more thorough (whether many or few, external or internal)					
	Supplier Management					
74	If we brought our suppliers/ subcontractors on board more objectively i.e. if they were engaged in a more transparent objective manner)					

75	If we had a closer relationship with our suppliers/ subcontractors					
76	If we worked with our suppliers/ subcontractors to improve their processes					
77	If we provided more training and guidelines for our suppliers/ subcontractors					

PART C: Please rate the degree to which in your view participation of OPI or COYA has benefited the company in areas below, where:

1	2	3	4	5
Disagree completely	Mostly Disagree	Somewhat Agree	Mostly Agree	Agree Very Much

OPI or COYA has,

		1	2	3	4	5
1.	Improved Financial results					
2.	Improved our image as an organization					
3.	Improved the customer experience on our products and /or services					
4.	Introduced new knowledge into the company					
5.	It has improved the leadership and management style in our organization					
6.	Enabled integration of our processes					
7.	Helped us determine our competitiveness as an organization					
8.	Enabled benchmarking to best practices					
9.	Improved employee morale					
10	Enhanced innovation and creativity in the company					
11	It has improved the company's Corporate social responsibility					
12	It has contributed to process improvement					
13	It has helped us have a critical assessment of ourselves					
14	It has helped us put in place governance structures where there were none					
15	It has helped us improve our governance structures where there was some					
16	Earned us respect from our peers in the industry					

Appendix 2: Percent Distributions of Response Characteristics by Implementation Indicators

a) Percent Distribution for Leadership and Management indicators

INDICATORS (1)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likely if:	Completely	Mostly	Somewhat	Mostly	Completely
1. If Top Management supported implementation of BE	3	0	7	30	60
2. If Heads of departments participated in implementation of BE	3	0	7	33	57
3. If We had a clear mission on excellence and quality	7	0	7	33	53
4. If BE and quality was part of the organization mission.	0	0	13	37	50
5. If there were specific goals on BE and quality	3	7	13	40	37
6. If only middle level managers and Executive leadership was involved in the implementation	33	30	0	23	13
7. If staff were coerced into embracing OPI by the leadership	73	10	7	10	0

b) Percent Distribution for Vision indicators

INDICATORS (2)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
8. If we had a Board of Directors in place	30	10	3	30	27
9. If there is a long term vision	10	0	13	23	53
10. If we were a regional company or because we are a regional company (in at least 3 East African countries)	53	17	13	13	3
11. If there is a focus on more business results rather than just financial results at the highest	10	7	17	37	30
12. If there is a focus on the vision by none management and /or unionisable staff	20	10	23	20	27
13. If there is a focus on all round business results at the lowest level (e.g. lower	0	23	10	33	33

INDICATORS (2)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
level staff and unionisable staff)					

c) Percent Distribution for Role of Quality Department indicators

INDICATORS (3)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
14 If we had a more visible quality department	10	0	37	23	30
15If the quality department/team had direct access or more direct access to top leadership	13	10	20	23	10
16 If the quality department/team had autonomy	17	10	20	23	30
17If the quality department/team were professionals in quality or were perceived as such	7	17	17	27	33
18 If the OPI champions were trained early.	17	0	20	20	20
19 If it was our second or third time to participate.	23	13	23	27	13
20 If our OPI champions were visible or senior	13	10	30	33	13
21 If our OPI champions were not senior staff	43	40	10	3	3

d) Percent Distribution for Training and Education as a Success Factor

INDICATORS (4)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
22 If quality related training was given to managers and supervisors	0	13	37	37	37
23 If employees were trained in specific improvement tools and problem solving		7	7	40	47
24 If resources were availed for employee training overall	7	3	7	50	33
25 Even if we did not get or have never received the OPI training from KIM	40	27	7	23	3
26 If OPI champions were given the OPI training by KIM more than 3 months before the assessment	7	7	47	17	23

e) Percent Distribution for Involvement of employees as a Success Factor

INDICATORS (5)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
27 If non supervisory employees participated in (quality related) decision making	10	3	27	40	20
28 If employees were recognised for superior quality performance	7	0	7	43	43
29If quality improvement programs involving employees e.g. quality circles, were implemented.	7	0	40	40	40
30 If there was systematic ideas generation and implementation by employees.	13	0	3	37	47
31 If employees are coerced to support the OPI initiative.	63	17	7	10	3

f) Percent Distribution for Continual Improvement Efforts indicators

INDICATORS (5)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
32 If quality issues are reviewed in executive and management meetings	7	7	17	23	47
33 If quality issues are reviewed in lower management or unionisable staff meetings	7	7	17	23	47
34; If unit heads and managers assume an active role as facilitators or coaches of continual improvement and new methods	0	0	6	37	57
Bf35 If statistical quality data is used to evaluate supervisor and managerial performance.	0	0	13	40	47
Bf36 If processes, practices, products and services were assessed periodically for improvement.	0	37	63	0	0
Bf37 If only top management is involved in continual improvement efforts	53	23	7	3	13
Bf38 If continual improvement efforts from any staff are rewarded	0	0	3	37	60

g) Percent Distribution for Customer and Market Focus indicators

INDICATORS (6)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bg39 If we conducted regular customer satisfaction surveys	7	0	10	27	57
Bg40 If we had a system to manage customer complaints	3	0	3	23	70
Bg41 If we determined internal customer satisfaction regularly	7	0	0	37	57
Bg42 If we had a marketing and customer focus strategy	7	3	3	33	53
Bg43 If all employees have a customer focus	0	0	10	20	70
Bg44 If only customer service staff have customer focus	57	23	13	0	7

h) Percent Distribution for Product and Service Design indicators

INDICATORS (7)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bh45: If we thoroughly reviewed product and services before the product or service is released into the market.	3	0	10	30	57
Bh46If we analysed customer requirements extensively before releasing a product in the market.	0	0	0	30	70
Bh47 If we are clear as a company (not individuals) on what our core competencies are	7	0	3	23	67
Bh48 If we lay a high emphasis on results rather than activity	10	7	10	33	40
Bh49 If we lay a high emphasis on activity rather than results	43	27	10	10	10

i) Percent Distribution for Creativity and Innovation indicators

INDICATORS (7)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bi50 If there is a systematic way to evaluate employee suggestions objectively.	3	0	10	34	53
Bi51 If employees are encouraged and free to give suggestions.	0	0	10	33	57
Bi52 If financial rewards are given to individuals for great suggestions.	17	0	33	27	23
Bi53 If non financial rewards are given to individuals for great suggestions.	3	3	17	40	37
Bi54If there is a systematic way of promoting worker (none management or unionisable) contributions	7	7	0	50	37
Bi56 If only management ideas are implemented	67	23	3	0	7

j) Percent Distribution for Interdepartmental Cooperation indicators

INDICATORS (8)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bj57 If there are cross functional teams working normally within the organisation	0	0	3	40	57
Bj58 If problems are solved cross functionally	0	0	3	43	53
Bj59 If different departments have compatible and consistent goals	0	0	0	43	57
Bj60If departments are focused on their own goals and do not interact much with other departments.	70	20	0	3	7

k) Percent Distribution for Communication indicators

INDICATORS (9)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bk61 If the communication system keeps all employees well informed.	7	3	3	20	67
Bk62 If there is adequate communication on the Business Excellence initiative	0	0	3	30	67
Bk63If part of the communication on Business Excellence is or was from the CEO or	0	0	10	33	57

INDICATORS (9)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Managing Director					
Bk64 If the main communication was from the OPI champion only.	60	27	10	3	0

l) Percent Distribution; Information and Knowledge Management

INDICATORS (10)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bl65 If we had a better information and knowledge management system	0	0	0	47	53
Bl66 If we engaged in benchmarking activities	0	0	0	37	60
Bl67 If we had some form of research and development activity in place	0	0	23	33	43
Bl68 If we participated in the KIM COYA participants learning workshops	0	3	27	43	27

m) Percent Distribution for Quality Strategy and Policy indicators

INDICATORS (11)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bm69If there exists another quality system in place already e.g ISO, Kaizen, productivity.	3	0	3	33	60
Bm70 If there is a comprehensive quality plan in place	0	0	0	47	53
Bm71 If there is clarity of roles through Job Descriptions and delegations.	0	3	0	40	57
Bm72If we conducted quality audits more frequently and more thoroughly detailed quality audits	0	0	7	40	53
Bm73 If audits were more thorough (whether many or few, external or internal)	0	3	23	30	43

n) Percent Distribution for Supplier Management indicators

INDICATORS (12)	% Disagree		% Agree		
High OPI Score/COYA/KABA win likelihood if:	Completely	Mostly	Somewhat	Mostly	Completely
Bn74; If we brought our suppliers/ subcontractors on board more objectively i.e. if they were engaged in a more transparent objective manner)	7	7	3	50	33
Bn75 If we had a closer relationship with our suppliers/ subcontractors	0	0	3	50	47
Bn76 If we worked with our suppliers/ subcontractors to improve their processes	0	3	3	53	40
Bn77 If we provided more training and guidelines for our suppliers/ subcontractors	3	7	10	47	33

o) Percent Distribution for Performance Improvement indicators

INDICATORS (13)	% Disagree		% Agree		
PERFORMANCE INDICATOR	Completely	Mostly	Somewhat	Mostly	Completely
C1 Improved Financial results	10	13	40	27	10
C2 Improved our image as an organization	10	3	23	40	23
C3 Improved the customer experience on our products and /or services	10	3	30	30	27
C4 Introduced new knowledge into the company	10	0	20	43	27
C5 It has improved the leadership and management style in our organization	10	3	33	27	27
C6 Enabled integration of our processes	10	3	33	33	20
C7 Helped us determine our competitiveness as an organization	10	0	30	37	23
C8 Enabled benchmarking to best practices	10	0	17	57	17
C9 Improved employee morale	13	17	33	17	20
C10 Enhanced innovation and creativity in the company	10	10	40	23	17
C11 It has improved the company's Corporate social responsibility	13	13	27	30	17
C12 It has contributed to process improvement	10	10	20	40	20
C13 It has helped us have a critical assessment of ourselves	7	3	10	57	23
C14 It has helped us put in place governance structures where there were none	17	20	23	30	10
C15It has helped us improve our governance structures where there was some	13	7	30	33	17
C16 Earned us respect from our peers in the industry	7	10	33	23	27