

**TOTAL QUALITY MANAGEMENT PRACTICES AND COMPETITIVE
ADVANTAGE IN THE AVIATION INDUSTRY IN KENYA**

BY

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DECLARATION

I declare that this project is my original work and has never been submitted for a degree in any other university or college for examination/academic purposes.

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SUPERVISOR'S DECLARATION

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

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DEDICATION

I dedicate this project to my late father Dr. Davis Esiaba who encouraged me to pursue further studies. To my mother Mrs. Emmy Esiaba whose financial and emotional support have seen me reach this far. Eng. Lydiah Esiaba Owino, who has been a constant benchmark in as far as studies are concerned and to my entire team of friends whom we have shared the tough and easy times in the course of this journey.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
LIST OF TABLES	vii
ABBREVIATIONS AND ACRONYMS.....	viii
ABSTRACT.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Total Quality Management Practices.....	3
1.1.2 Competitive Advantage	5
1.1.3 Aviation Industry in Kenya.....	6
1.2 Research Problem	7
1.3 Research objectives.....	9
1.4 Value of the Study	10
CHAPTER TWO: LITERATURE REVIEW.....	12
2.1 Introduction.....	12
2.2 Theoretical Foundation	12
2.2.1 Stakeholders Theory.....	12
2.2.2 Open Systems Theory	14
2.3 Competitive advantage.....	15
2.4 Total Quality Management Practices.....	17
2.5 Total Quality Management Practices and Competitive Advantage	29
2.6 Empirical Studies and Research Gap.....	31
CHAPTER THREE: RESEARCH METHODOLOGY	35
3.1 Introduction.....	35
3.2 Research Design.....	35
3.3 Population of the Study.....	36
3.4 Data collection	36
3.5 Data analysis	37

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION	38
4.1 Introduction.....	38
4.2 Response Rate.....	38
4.3 Demographic information.....	38
4.4 Total Quality Management Practices in Kenya’s Aviation Industry	40
4.5 Competitive Advantage	46
4.6 Relationship between TQM and Competitive Advantage	48
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS ...	52
5.1 Introduction.....	52
5.2 Summary	52
5.3 Conclusion	55
5.4 Implication of the Study.....	57
5.5 Limitations of the Study.....	59
5.6 Areas for Further Studies	60
REFERENCES.....	61
APPENDICES	65
Appendix I: List of aviation firms in Kenya.....	65
Appendix II: Introduction letter	66
Appendix III: Questionnaire	67

LIST OF TABLES

Table 4. 1: Response Rate.....	38
Table 4.2: Number of years the aviation company has operated in Kenya	39
Table 4.3: Years Worked with Current Employer	39
Table 4.4: Years in the Aviation Industry.....	40
Table 4.5: Total Quality Management Practices.....	41
Table 4.6: Competitive Strategies	46
Table 4.7: Extent of Influence of Competitiveness.....	47
Table 4. 8: Correlation Matrix	48
Table 4.9: Regression Analysis.....	49
Table 4.10: Analysis of Variance.....	49
Table 4. 11: Coefficient of Determination	50

ABBREVIATIONS AND ACRONYMS

GDP:	Gross Domestic Product
KAA:	Kenya Airports Authority
KES:	Kenya Shillings
MBNQA:	Malcolm Baldrige National Quality Award
SPSS:	Statistical Package for the Social Sciences
TQM:	Total Quality Management
VAT:	Value Added Tax
SCA:	Sustainable Competitive Advantage
CA:	Competitive Advantage

ABSTRACT

Quality has become an important aspect for organizations in terms of the products and services that they offer their clients. There has been a paradigm shift in the needs and expectations of customers and quality has been emphasized. This has led to stiff competition among organizations in the business environment who work towards being better than their competitors and thus attaining a competitive advantage. To achieve this organizations strive to price their products reasonably if not low, and also enhance the values and benefits of their products. This study aimed at establishing the TQM practices that organizations have adopted in their quest for achieving a competitive advantage. This study also aimed at establishing the effects of these practices on the performance of the organization as far as positioning the firm is concerned on a competitive advantage alignment. Forty companies in the aviation industry operating in Kenya were studied. A cross-sectional survey was done and data collected was analyzed using the Statistical Package for the Social Sciences software. Findings on TQM practices on sample basis indicated that respondents strongly agreed that the company has a good relationship with its suppliers with a mean of 4.821 and a deviation of 0.554. The study regression analysis indicated a positive relationship between total quality management and competitive advantage of the aviation industry in Kenya and the relationship was significant at 0.95 confidence level. In addition the resultant correlation analysis gave $r = 0.628$ ($p = 0.005$) which was statistically significant indicated a high correlation between the two variables under study. Various conclusions were arrived at from the findings of this study. Top leadership in organizations play an important role in implementing TQM practices. Provision of a good working environment for employees is key as well as their participation in strategy formulation activities of the organizations. Organizations need to embrace the culture of learning and development as it is important to continually train and develop the workforce. Supplier quality management and process quality management were also concluded as being key to improving the performance of the organization in general. Thus customer satisfaction is the ultimate goal of every organization. In order to attain this, organizations need to pay great attention to quality.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The global competition of today has seen quality become such an important aspect in business operations. Customers increasingly demand for products that are of good quality and better services and this has encouraged many companies to ensure provision of quality goods and services. These enables them to compete successfully in the business environment. Total quality management in organizations is a long term venture and not a short-term goal and involves continuous improvement of processes, systems, products and services of a company. Among its objectives, is to enhance customer satisfaction and this involves a systematic method for ensuring continuous improvement of organizational process which results to products and services of high quality (Waldman, 1994). This leads to services of better quality and ultimately leads to organizational competitiveness (Cook 2002).

Total quality management as a function has been recognized as being such a critical determining factor in ensuring not only the success but also the survival of organizations in today's competitive environment. The concept of TQM developed as one of the most highly strategic response in the 1990s and it has been adopted extensively the world over (Huq, 2005). However, in the service sector, TQM is still young and still in the stages of theory development (Vouzaz and Psychogios, 2007). In the early years, TQM was adopted mostly in the product/manufacturing industries. Today, the service industry is slowly embracing total quality management.

There are several theories explaining the application of TQM in building competitive advantage of an organization. This study was based on two theories; stakeholders' theory and open systems theory. Freeman (1984) defines a stakeholder as one who affects the achievement of a firm's goals or who is affected by the same. This therefore generalizes the notion of a stakeholder as that group to whom management responds to. All organizations have to put into consideration the interests of their stakeholders in all they do for them to be successful. For groups who have a long-term association with the firm for example employees, customers, suppliers, their well-being is highly recognized. These have a stake in the long-term success of the organization. This theory therefore leads to the conclusion that organizations need to keep their stakeholders satisfied at all times by always providing good quality products and services.

The open systems theory looks at organizations as being highly influenced by the environment in which they operate in. The operating environment is made up of other organs which exert economic force, political or social forces on the organization. Key resources are also provided by the operating environment that sustain the firms ultimately leading to changes and their long term survival. This provides organizations as environment dependent and as such they affect the environment in the same magnitude that they are affected by the operating environment. The specific environments in which organizations operate are very competitive throughout the network of suppliers, distributors, government agencies, and competitors with which a business enterprise interacts. This theory suggests that for an organization to maintain a competitive advantage, there is need to factor in all applicable factors in the environment.

Air transport has become an essential factor towards Africa's prosperity. This is because air travel has been opening up of opportunities that initially did not exist (Waldman, 1994). One of the driving forces of regional integration in the African continent is enhancing the aviation sector. To boost business, tourism, trade and cultural exchange, the African countries require a viable air travel industry. A well-developed aviation industry may be the answer towards mitigation of the long time transport problems that are being faced by the African countries that are landlocked. Airports and airlines need to strive towards improving their services and working together for the common good.

It is therefore quite of importance to properly manage airports and airlines at the same time ensuring both effectively collaborate and cooperate for their mutual development and growth. The airline industry has become very competitive as more companies compete to outperform each other. Airlines in Kenya are faced with high competition on different routes especially those from well developed countries like America and Britain (Msafiri, 2012). In order to meet the needs of their customers competitively, these airlines have resorted to TQM as one of the competitive strategies to improve their operational efficiency.

1.1.1 Total Quality Management Practices

Total quality management (TQM) is a strategic response towards improving organizational performance with an aim of creating and maintaining a competitive advantage in the business world (Huq, 2005). It is an approach that is holistic, an approach to long-term success and one that views continuous improvement in all areas of a company as a process and not as a short term goal. The aim of TQM is to transform an organization radically by changing systems, processes, practices and structures.

Among the objectives of TQM is establishment of a system of management and a corporate culture that is geared towards enhancing customer satisfaction. This actually involves a method that is systematic for continuously improving processes in an organization and which results in products and services that are of high quality (Waldman, 1994). Among the benefits of TQM are reduced production costs, increased customer satisfaction, improved quality of goods and services, shorter delivery times, employee morale enhancement, and reduced waste among many other benefits (Goetsch and Davis, 2006).

According to Deming (1986) quality management is a method geared towards ensuring that activities necessary in designing, developing and implementing products and services are efficient and effective as regards the system and also its performance. In total quality management, all employees commit and work towards the continuous improvement of processes with the ultimate aim of ensuring customer needs and requirements are met (Litton, 2001).

Organizations world over, have embraced total quality management practices to stay relevant in the turbulent environment. According to Litton (2001), total quality management as a model of work is regarded as a fairly new model and has not been embraced by most organizations as a concept. In reviewed literatures, the aim for embracing TQM is so that the firm can be more competitive and be able to operate in an effective and efficient manner hence creating a niche in the industry in which it operates. This ensures survival of the firm in the dynamic business world.

1.1.2 Competitive Advantage

A firm is described as having a competitive edge if it has a niche over its competitors. This is gained by offering clients goods or services of greater value, either by having lower prices or by offering them additional benefits and services that justify same or possibly higher prices (Thompson & Strickland, 2002). The world over, consultants in quality management agree that in order to implement quality management as a strategy, there is need to change the corporate culture of an organization. This change is usually not easy to come by but it has become imperative since customer expectations and demands keep changing and for organizations to meet these demands even the marketing and advertising techniques need to be changed.

Therefore, gaining a competitive advantage for a firm means the firm strengthens its market position by competing more effectively. Crosby (1999) came up with the wheel of competitive advantage. This wheel was used to explain in simple terms the key concepts in organizational competitive strategy. In trying to gain competitive advantage, airlines have to strategically respond to the changes in the competitive environment by trying to outshine their competitors and to do this they must provide quality services that will meet or will exceed the expectations of customers (Thompson and Strickland, 2002).

Changing consumer behavior has seen many organizations customize their products to suit the requirements of the potential in this case potential customers of the airlines and firms in the aviation industry. Most organizations are keen to ensure customer satisfaction by improving their services which aims at exceeding customer or consumer expectations. Hence the efforts of organizations in achieving and sustaining a competitive advantage.

In as much as organizations are striving to ensure they meet customer expectation, there are flaws that exist in the processes involved in delivery of services. Using strategic approaches to manage quality by airlines will therefore endeavor to improve their competitiveness (Bateman and Zeithaml, 1990). This approach ensures that aviation firms remain customer focused. Total quality management as a process empowers employees allowing them to make decisions in their job hence enabling innovativeness.

1.1.3 Aviation Industry in Kenya

Air transport to, from and within Kenya creates three distinct types of economic benefits. Typically, studies focus on the economic footprint of the industry, measured by its contribution to GDP, jobs and tax revenues generated by the sector and its supply chain. The economic value created by the industry is immense. Msafiri (2012) argue that the principal benefits are created for the customer, the passenger or shipper using the air transport service. In addition, the connections created between cities and markets represent an important infrastructure asset that generates benefits through enabling foreign direct investment, business clusters, specialization and other spill-over impacts on an economy's productive capacity (Oyieke, 2002).

A report by the Oxford Economics for the year 2009 indicate that the aviation sector contributes about KES 24.8 billion (1.1%) to the Kenyan GDP, the sector supports over 46,000 jobs in Kenya and pays over KES 3.2 billion in tax including income tax receipts from employees, social security contributions and corporation tax levied on profits with a further KES 1.4 billion of revenue coming from passenger departure taxes including VAT. This goes to show that the sector contributes to the growth of the Kenyan economy (Oyieke, 2002).

1.2 Research Problem

Generally the business operating environment is volatile, it has become quite unpredictable and also quite competitive as the effects of globalization and internationalization of firms continue to manifest themselves. Today, organizations are facing high competition and only those companies who are alert on progressively scanning the business arena will be rewarded. Such organizations aim at delivering the greatest value to customers with the view that as the operating environment changes, a more pronounced transformation of the business landscape lies ahead (Anjard, 1998). Therefore, strategy is vital to the adaptation of the changing business environment. A good strategy ensures sustainability of the firm in the turbulent environment.

The airline industry has become very competitive as more and more companies compete to outperform each other. Airlines in Kenya are faced with high competition on different routes especially those from well developed countries like America and Britain. Coupled with other management challenges, airline companies in Kenya have faced hard times which have seen some of them like the Jet link close business. The competition has intensified both on local and international routes forcing airline companies to rethink their strategies if they are to remain competitive. Increased competition has seen the entry of low cost carriers for the local market such as the Jambo Jet which has increased customer choice and convenience (KAA, 2014).

Low-cost carriers in the airline industry have brought important benefits to passengers, enabling millions of Kenyan citizens as well as passengers from other countries to travel more cheaply and frequently. Now there is effective and growing competition among international airports, brought about by route liberalization and airport privatization

which has seen major European airports compete with each other for point-to-point and transfer traffic in order to expand. Challenges such as increased incidents of terrorism world over, has seen airlines and other aviation firms develop strategies to enhance customer safety and security to stay on top in the uncertain business world. Changes in the political arena globally have also seen countries signing business agreements opening up the world of trade.

Several studies have been carried out on total quality management. Ojo (2003) examined competitive strategy and TQM culture in organizations. He focused on elements of competitive strategy, total quality management culture and productivity improvement and their relationship in producing better outputs of goods and services and individual and organizational performance. A study by Haustein (2005) examined the pillars of TQM implementation in manufacturing organizations and revealed a comprehensive framework with eight pillars having carried out case studies in 31 manufacturing organizations in Bangladesh, India.

Prajogo and McDermott (2005) examined the relationship between TQM practices and organizational culture among Australian organizations. The findings support the pluralist view, wherein different subsets of TQM practices are determined by different types of cultures. This study was conducted in Australia which has different business environment from those in Kenya's aviation industry. Oluwatoyin and Oluseun (2008) tested the effect of TQM on performance and stakeholder satisfaction focusing on the airline industry in Nigeria and revealed that TQM airlines had a higher degree of employee satisfaction than non- TQM airlines.

Locally, Adoyo (2012) focused on the relationship between customer service quality and customer loyalty among retail pharmacies in western Kenya. The findings indicated that relationship quality dimensions namely trust, service quality, satisfaction and commitment had significant positive effect on the ultimate outcome of customer loyalty. Magutu, Bache, Nyaoga, Nyamwange, Onger and Ombati (2010) examined quality management practices in Kenyan educational institutions; the case of the University of Nairobi and established that the University needed to address three major challenges: skills, communication/management support and funding. A study done by Githae, (2004) focused on TQM practices in selected private hospitals and the critical factors of TQM and found out that TQM has gained increasing popularity as a method to introduce transformational change in an organization's managerial philosophy and operational effectiveness.

Gathoga (2001) carried out a study on effects of TQM implementation on business performance in service institutions, a case study of Kenya Wildlife Service. The findings revealed that the role of leadership has a positive impact on TQM implementation. None of these studies have focused on TQM practices and competitiveness of the aviation industry in Kenya: What are the Total Quality Management Practices that have been adopted by aviation companies in Kenya? How have the TQM practices affected the competitive advantage of the aviation industry in Kenya?

1.3 Research objectives

- i. To determine the TQM practices adopted by the Kenyan aviation industry
- ii. To establish the effects of TQM practices on the competitive advantage of the aviation industry in Kenya

1.4 Value of the Study

This study is of benefit to the policy makers in the aviation industry as they are now able to know the importance of TQM application on the competitiveness of airline companies and other aviation firms in Kenya. The results of the study contribute immensely to a better understanding of which TQM practices are being adopted in the current environment by organizations and also how these TQM practices affect the competitiveness of the aviation industry in Kenya.

The findings of this study are also of importance to scholars and researchers, as they form a basis for further research. The scholars are now able to use this study as a basis for discussions on competitive strategies adopted by aviation companies in building competitive advantage. The study is also a source of reference material for future researchers and scholars on other topics that could be related and it also serves as a source of reference to other academic students who might undertake studies on a similar topic.

Further, the study is of importance to various aviation company managers as it helps them understand the effects of Total Quality Management practices and competitiveness in the aviation industry in Kenya. The competitiveness of aviation companies plays an important role in the Company's financial performance and future competitiveness. This would help them strategize on how to improve the competitiveness of their operations.

The study is also important in extending the theories governing TQM and organizational competitiveness. The stakeholders theory explains the need to take all stakeholders of an organization into account during strategy formulation and implementation while open systems states that there is no one organization that exists in a vacuum, all organizations

are influenced and also influence the environment in which they operate. Therefore, this study extends the theory of open system by explaining how aviation companies in Kenya are affected by their operating environment. The study further extends the stakeholders theory by explaining how aviation firms are taking keen interest in their stakeholders be it their customers or employees to ensure all are satisfied thereby giving the firm a competitive advantage. Through the findings of this study, other firms are now able to learn how to improve the competitiveness of their firms.

This chapter presented the introduction to the study by giving a background of the concepts and context of the study. The chapter briefly discussed the key concepts which included an overview of total quality management, competitive environment and how the two concepts relate and complement each other in general. The chapter further discussed in general the context of the study which is the aviation industry in Kenya.

This chapter also introduced the research problem of the study highlighting several studies that have been carried out on total quality management and the competitive environment in different sectors both locally and internationally. This highlight led to the development of the research objectives for this particular study and two objectives of the study were determined.

The chapter further discussed the value that this study has added to the various key stakeholders during policy formulation by the policy makers in the aviation industry, the researchers and scholars who are working on similar concepts and the value the study has added to various aviation industry company managers in decision making, strategy formulation and implementation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two constitutes numerous literature related to the subject under study. These literature has been presented by various authors, scholars, analysts as well as researchers who have studied this subject or related subjects. The materials have been drawn from several sources that are related to the topic of discussion and the theme objectives of this study. The subject topics discussed in this chapter include the theoretical foundations of the study, discussions on the concepts of both competitive advantage and total quality management practices.

2.2 Theoretical Foundation

The study was founded on two key theories; stakeholders' theory and the open systems theory. The stakeholders' theory is applicable to the study from the perspective that in order to implement TQM successfully, the organization has to consider the effect of such practices on the stakeholders. Any practices going against the needs, beliefs and culture of the key stakeholders are likely to be unsuccessful no matter the amount of resources invested in its implementation. The open systems theory applies to this study by dictating the environmental dependency of organizations and thus the need to take care of it.

2.2.1 Stakeholders Theory

The stakeholder theory examines the organization and those groups both internally and externally and the relationship between them all. This theory looks at how the connection of these groups influence how an organization conducts its activities. Freeman (1999) gives the definition of a stakeholder as any group or individual who can

affect or is affected by the achievement of the firm's objectives and this goes to generalize the understanding of a stakeholder as that group to whom management of an organization need to be responsive to. Organizations exist because of these groups' support. Stakeholders could be primary stakeholders like customers, shareholders, employees, suppliers and distributors or the local community. They could also be secondary like the media, general public, business partners, competitors, government etc.

For employees, the organization needs to provide a conducive work environment, well elaborated duties and responsibilities and better pay that recognizes the employees' worth. For the society, the organization needs to take care of the environment while for shareholders, the organization needs to earn some wealth for them. As for the government the organization needs to conform to the rules and regulations of the land, contributing to the government's revenue inform of tax revenue etc. Organizations need to establish a good relationship with the suppliers and distributors.

Friedman (2006) contributed to this theory to a great extent. According to him, organization involves grouping of those parties who have a stake in the organization with a common purpose to managing these groups/parties' needs and interests. This role of managing stakeholders is a role played by the managers of organizations. The role is two way meaning managers strive to manage organizations for the benefit of these stakeholders so as to ensure they participate in decision making process and on the other hand manage the company properly so that it survives for the good of these stakeholders. The stakeholder's theory examines the role of each stakeholder and how each stakeholders views the purpose of the organization. All the stakeholders have along-term association with the firm and therefore a "stake" in its long-term success, is recognized.

2.2.2 Open Systems Theory

There is no one organization that exists in a vacuum, all organizations be it in the goods or service industry are influenced and also influence the environment in which they operate. Thus organizations are strongly influenced by their operating environment. According to Wren (1994), open systems theory provides managers with terminologies and the know-how of how organizations operate. It has dominated as a framework for managerial behavior and organizational analysis. The open systems perspective has a focus on the structure of the organization as an important element towards achieving the goals of the organization.

The open systems theory puts emphasis on management as having a role of deciding the structures and ultimately determining the specific goals that should be achieved. In this regard, the focus is on the formal structures, the formalization of roles and rules as well as the specificity of goals to be achieved. According to this theory, all organizations are unique entities partly because of the unique environment in which they operate in and hence these organizations need to be structured in a way that will accommodate the unique opportunities as well as problems in the environment (Daft, 2001).

This theory views the organization as an open system which receives inputs provided by the environment. These inputs are processed to create outputs which are taken back again into the environment. The theory is based on the assumption that corporations are comprised of many subsystems, each subsystem receives inputs from another subsystem and turns the inputs into outputs to be used by another subsystem and the circle continues.

2.3 Competitive advantage

For a firm to be said to have a competitive advantage, it needs to embrace strategies that will ensure the firm has an edge over its competitors. Competitive strategies are those activities or deliberate efforts taken by organizations to ensure the firm attracts customers, survives in the competitive business environment and improves its positions in the market (Thompson & Strickland, 2002). Porter (2008) describes the aim of embracing a competitive strategy by an organization as targeting to find a position in the specific business environment where the organization is able to defend itself well against the various competitive forces or better yet influence these forces to the firm's advantage.

In developing a competitive advantage in an industry, a firm must carefully analyze and understand the five competitive forces that determine the operating environment of the specific industry. These forces were well defined by Michael Porter in his five force model of analysis which also helps the organization identify its strengths and weaknesses. Porter (2008) identified these five forces as competition in the industry, potential of new entrants into the industry, bargaining power of suppliers, bargaining power of customers and threats of substitute products.

According to Porter, entry of new firms into the market with similar products poses a threat to the existing firms. If other firms in the industry are able to replicate or substitute the products or services of a firm then this again is a threat. If a firm has more suppliers in the industry then it gains power over them. In the event the suppliers are few, then they tend to determine the prices hence the firm is at a disadvantage. The more the customers of a firm the less it is for the customers to determine prices which is good for the firm.

According to Porter (1991), the strategy of any organization is to seek a position in the business environment that is seen to be competitive. To create a profitable and consistent position in the market by drawing on such factors that are deemed to being competitive in the industry. This therefore means that a competitive strategy involves taking advantage of the firm's competitor's weaknesses and using them for the good of the firm.

When a particular strategy of a firm cannot be, imitated or replicated or even implemented successfully by a competitor, then the strategy is said to provide the firm with a sustainable competitive advantage (SCA). Oliver (1997) notes that both resources and institutional capital are key and mandatory in developing a sustainable competitive advantage. Resource capital includes a firm's assets including the technological capability of a firm, a good cost structure, research and development capability of a firm among others. Institutional capability refers to programs that enhance competency, top management support, training and development programs among others.

A strategy that is effective will enable an organization work towards influencing the business environment to its advantage and at the same time help the organization defend itself against competition. Arendt and Ndofo (2005) in their work noted that an organization needs to understand the strengths and weaknesses of its competitors. It needs to position itself to take advantage of the competitors' weaknesses. Paul and Siegel (2006) have discussed strategy and concluded that strategy emerges as a carefully crafted plan over time to deal with the changing business environment. This plan involves decision making and actions or activities by organizations.

2.4 Total Quality Management Practices

Total Quality Management can be described as that approach used by business firms to improve its processes, systems and ultimately achieve customer satisfaction. If this approach is implemented well, it leads to reduction in production costs, improved employee morale, improved overall business performance, improved supplier relationship and happy and satisfied customers. It is important to note that TQM is not a onetime activity but a continuous process. The seven principles of TQM are the ability to manage quality, embracing correct processes, considering quality improvement as a continuous process, measuring quality, dealing with problem root cause as opposed to treating symptoms, responsibility of quality involves all employees and that quality is a long term investment.

Total quality management as an approach puts emphasis on quality in areas, processes, activities of an organization with the goal of ensuring reduced waste, reduced costs and an increase in production efficiency. This study reviewed literature researches on the six TQM practices. These practices are strategic planning, leadership and top management support, customer focus, employee involvement, supplier quality management, training and development and process quality management.

Leadership is defined as the ability to inspire confidence and support among those needed to achieve organizational goals (Dean and Evans, 1994). Quality management requires strong commitment from the top management which leads to higher quality performance. Anderson (Shang, 2007) looks at the concept of leadership as the ability of top management to establish, practice, and lead a long-term vision for the firm, driven by changing customer requirements, as opposed to an internal management control role.

Leadership is thus exemplified by clarity of vision, long-term orientation, coaching management style, participative change, employee empowerment, planning and implementing organizational change. Senior management acts a driver of total quality management implementation, establishing values, goals, and systems to satisfy customers' needs and expectations and improve organizational performance (Germain and Spears, 1999). Good leadership steers the organization to achieving its goals.

Total quality management implementation requires cultural change in the organization. This can only be achieved if the top management in the organization commit to the practices that will ensure continuous improvement in processes, encourage open communication encourage cooperation through the entire organization. Total quality management endeavors to improve the performance of an organization (Kaynak, 2003). Being successful in promoting the efficiency and effectiveness of a business, the top management and the chief executive must be key pioneers in embracing TQM (Oakland 1993). Leadership is a key factor in effecting change in the organization.

Leadership is setting goals, creating vision for the organizations, negotiating, persuading, constant communication, policy making to name but a few. All these is done in an effort to steer the organization to greater heights. In implementing the TQM practices, leaders give direction for the future, they align their staff to the organization's vision and continuously motivate and inspire their workforce focusing on customer satisfaction. Andrle (1994), noted that the implementation of TQM requires leadership commitment. Long term relationship with satisfied customers is an asset to the organization.

Many researchers have emphasized quality leadership by the top managers as being the basis for proper implementation of total quality management so as to achieve quality products and or services, job satisfaction, client satisfaction and continuous improvement (Germain and Spears, 1999). It is important and imperative for top managers to have a clear definition of the organization's goals and treat quality as an important aspect. They should allocate sufficient resources towards improving quality and evaluate employees based on their performances (Lawler, 1994).

Quite a number of organizations have failed in the implementation of TQM simply because the top management have been reluctant in delegating some authorities and empowering their employees (Lawler, 1994). Empowering of employees is crucial because it makes them responsible for the quality of the work they do and this goes a long way to enhance continuous improvement. Total Quality Management initiative programs always emphasize on the importance of the top leadership as being the main driver for TQM activities.

Juran and Gryna (1995) discussed the roles of leaders in organizations as establishment of policies, developing clear and achievable goals, providing resources, training and developing the workforce. Malcolm Baldrige Quality Award (199) and the European Quality Award (194) both have recognized the important role that leadership plays in creation of organization's goal, the values and the systems guiding the pursuit of continuous performance improvement. Management's role is seen as being of essence in creating strong relationships with suppliers and distributors and all those that are involved in ensuring quality is delivered.

Effective leadership is founded on commitment. It is therefore a primary leadership principle to demonstrate such commitment for achieving total quality. When there is no commitment from top leadership the efforts of TQM become futile (Juran et al., 1995). However, commitment from the top leadership is in itself not sufficient. It is of importance that the leadership personally engage and participate in various quality management activities. Moreover, the leadership should encourage employees to be involved in quality management activities.

According to Wind and Mahajan (1997), one critical practice of leadership is to encourage staff to assess the level of quality. To be an effective leader in most modern firms, the management must continuously improve their knowledge and skills. Knowledge of the business and continual learning are essential prerequisites to effective leadership (Wind and Mahajan, 1997). The extensive literature review by Juran et al. (1995) suggests for organizations need to have a culture that is more amenable to learning, the leadership must in itself set the example by becoming learners themselves and involving others in the process.

Thompson et al (2007), looks at strategy as being that deliberate competitive move that managers will employ to grow the business. It is that business approach that organizations take to please and attract customers, to compete successfully, to conduct operations and achieve the targeted levels of performance. Strategic planning therefore encompasses the making of strategic choices that position a firm at an advantage over their competitors (Johnson, Scholes and Whittington, 2008).

An effective strategic plan will articulate not only where an organization is going and the actions that are needed to make progress, but also how the organization can know if it is successful. Strategic planning can also be defined as the a top management function which involves making decisions with regard to determining the organization's mission, the vision, the objectives, the philosophy, the strategies and even the function policies (Sababu, 2007). Strategic planning is a process, long-term and futuristic in nature involving selecting from among possible courses of action to make decisions that bring the firm to achieving its main goal (Bruce and Longdon, 2000).

In strategic planning a firm is able to set clear goals and allocate its resources to the most important things. For a total quality management practitioner, the focus includes a having a vision for the organization, translating this vision into plans, goals and policies, developing these plans into reality (Evans and James, 1999). In the model of total quality management as stipulated by MBNQA, strategic planning “stresses that long-term organizational sustainability and a competitive environment are key strategic issues that need to be integral parts of an organization's overall planning” (NIST, 2010). In this model it has been stated that there is a positive link between strategic planning for quality and quality information and analysis (Wilson & Collier, 2000). Strategic planning aims at making strategic decisions or choices through formulation of mission and vision, setting of policies, goals and objectives and identifying means of achieving those objectives.

Firms develop a clear direction to the future, develop action plans internally and make correct choices, setting priorities to effectively deal with changes that take place within the organization and also deal with the uncertainties that occur in the external environment. Organizations build teams and expertise based on the resources they have, the processes and the people. They develop strategies that are effective in improving the performance of the organization (Cole, 2004, Peng, 2007).

Performance is the goal of every organization. It refers to the end result of activities while strategic planning aims to improve these results. Ansoff (1990) and Yabs (2007) records that strategic planning has gained popularity since the 1960s. This is because of its perceived relevance in diagnosing the prevailing competitive and turbulent business environment and enabling appropriate resource allocation to gear the firm towards achievement of its short-term objectives and long-term goals which determine a firm's performance level in the markets and industries it operates in (Barney, 2007).

Employee involvement and participation is defined as the extent to which the workforce is engaged in the activities of an organization. Employee participation means employees are given tasks and responsibilities to work towards solving problems to accomplish the goals of the organization. Participation inspires the workforce in the process of managing quality (Juran et al., 1995). Cross – functional teams are created to work towards the common good of the organization. Employee involvement entails giving employees the power to make decisions, communicate freely, and encourage teamwork. However top management need to define clear goals which are well understood by the employees to avoid employees being confused or rather not achieving the objectives. (Wilson & Collier, 2000).

Noah (2008) suggests that the responsibility of making decisions does not lie only with the top management but should also be shared with the subordinate workforce who are involved in implementing these decisions. Involving employees in decision making not only motivates the workforce but also creates a positive influence on them. They are provided for a sense of belonging. Employees are allowed to give their opinions and contributions in matters that are related to their work.

Most times employees are encouraged to take up responsibility for their activities and become more involved in the operations of the organizations. According to Nerdinger (2008), human beings are creatures that endeavor to take up responsibilities. According to Net et al (2005), interventions that bring about employee participation are of importance. These interventions recognize the need of the employee to be responsible whether as an individual or collectively as a team.

Total Quality Management practices involve building cross-functional quality teams as well as task forces in the organizations (Sila, 2007). Teamwork is seen as that collaboration between managers in the organization and non-managers, between different functions or sections in the organization (Evans and James, 1999). Team practices involve identification of the needs and requirements of each group that is involved in the process of decision making and trying to come up with solutions that are beneficial to all that are involved. It is about sharing credit gained as well as responsibilities.

For employee participation as a TQM practice to be highly effective, it is important to note that contributions made and ideas given by employees need to be well received and given serious considerations and implemented for as long as they are relevant and beneficial. Employee suggestion programs are among the motivational programs that have been considered to be of importance (Wilson & Collier, 2000). Employees need to be encouraged to bring forth the problems they encounter in course of their work. This leads to effective employee participation and involvement.

Noah (2008) looks at the benefits of employee involvement as being many. They include increase in employee morale which enhances productivity. Employee participation also provides an opportunity for the employees to use their intellectual which leads to better decisions being made for the organization. It also makes significant contribution towards trust and sense of control. Employee participation also maximizes the various view points and encourages diversity of perspectives in the organization.

The goal of training and development in an organization is to impart knowledge and enhance skills that are required in performing tasks and jobs at the workplace. Dean and Bowel (1994) define training programs as training interventions at the workplace which endeavor to teach the workforce and enhance their skill level on performing particular jobs and activities. For an organization to have sustainable competitive advantage it needs to embrace mechanisms that endeavor to improve knowledge and skills. Deming (1982) notes that there is need to upgrade the skills and knowledge of employees especially considering the rate at which the business environment keeps changing. It is of utmost importance to equip and empower the employees in handling their tasks.

Developing a good training program for the employees entails a systematic approach to determining the needs of the employees in terms of the skill gaps. This is usually done by conducting a training needs analysis. This involves an assessment of how the organization is achieving its goals, the skills that are required to achieve these goals. It also involves assessing the strengths and the weakness of the workforce. A good assessment provides information which is critical in designing training programs that are effective and which are geared towards improving the performance of the workforce.

It is important for organizations to invest in training and developing its workforce. Dean and Bowen (1994) view training as being a practice that is given high regard in the United States. Organizations keen on implementing TQM do invest substantially in training and developing their employees. Deming (1986) notes that for a workforce to improve in their work they need to be trained. Training is seen as a continuous effort to improve performance (Fuentes-Fuentes et al, 2004).

According to Turney and Anderson (1989), continuous improvement is the effort of improving value delivery to clients. Dean and Bowen (1994) also support this statement and state that to attain customer satisfaction, there is need to improve processes that create products and services. Training prepares the employees towards being able to manage quality in the process of production. It equips people with the necessary skills and techniques of quality improvement. It is seen to be an important strategy used by firms to achieve its goals and objectives (Stahl, 1995).

Learning is the ability and willingness of the firm to engage in knowledge seeking activities at the individual, group or team, and organizational levels (Dean and Bowen, 1994). In order to have effective learning activities, a firm should continually encourage employees to accept education and training. The total quality management aspiration of continuous improvement in meeting customer requirements is supported by a thorough learning orientation, including substantial investments in training and the widespread use of statistical and interpersonal techniques designed to promote individual and team learning (Deming, 1986).

Deming (1986), gives an example of firms in Japan as regarding their workforce as their most important assets and provide good general orientation as well as training in specific skills. Note that investment in employee education and training is to pursue long-term overall business excellence. In fact, employees are valuable resources worthy of receiving education and training throughout their career development.

For any business to survive, it must have a customer base. Sila and Ebrahimpour (2007) indicate that profitability is gained when customers are satisfied. Customers get satisfied by getting high quality products and services. Organizations focus on winning new customers and retaining them. Customer satisfaction is seen as a key strategy by firms to maintain their customers. It is defined as the extent to which customers feel that their needs have been met. Customer focus therefore has become a key element to be considered by organizations.

Total Quality Management is an approach that focuses on satisfying customers. Andrie (1994) suggested that most organizations need to work towards meeting and exceeding the expectations of their clients. Total quality management as a strategic practice calls for firms to establish operational processes that focus on the customer. For organizations to know and understand their customers' expectations and needs they need to establish a close link and continually measure how successful it has been in meeting customer requirements (Filippini & Forza 1998). Thus many organizations invest in research and development in order to understand and know their customers.

Implementing TQM effectively increases customer satisfaction. Quality is seen to enhance the loyalty of customers. It can also lead to acquisition of new customers. This will then give the organization a competitive advantage over its competitors. Suggestions by Muffatto and Panizzolo (1995), indicate that customer satisfaction is achieved purely through provision of services and goods that meet the needs of the customers. The needs of customers are the driving force towards developing better goods in the market. Customers are the determining factor in the kind of quality that is delivered by firms (Jablonski, 1992). Literature by Oakland (1993), suggests that the organization is comprised of various customers internally. These internal customers are the employees who are key in the process of production.

According to Flynn et al, (1994) it is important to involve the customer during the design and development of a product. This ensures customers give their inputs and quality problems are minimized. Production process is designed by a network of processes and each stage is determined by another. Each process has its own needs which must be fulfilled for quality to be achieved.

Many organizations have put structures in place to be able to capture customer feedback and complaints. This information is important for managers as it helps the organization realize the areas it needs to improve on. Customer needs and expectations are quite dynamic. They keep changing constantly and it is important to regularly check and improve operations in an effort to keep up with the changing customer tastes (Wind and Mahajan, 1997).

Supplier quality management is another total quality management practice that organizations have given a lot of importance. Suppliers provide raw material to organizations and therefore they play a big role in quality management (Flynn et al, 2001). Suppliers if not well managed could be a source of quality problems. Organizations need to establish a good relationship with the suppliers. They should involve the suppliers in the development of products, provide training where necessary and constantly evaluate the suppliers as regards the quality of their supplies (Sila & Ebrahimpour, 2005).

Supplier management is all about emphasis on quality supplies. Sometimes organizations need to go beyond just getting cheap supplies. In supplier management cooperation with the suppliers is key, managing this relationship ensures continuous business activities between the parties. Suppliers determine to a greater extent the satisfaction of customers. They should be involved in the process of product development (Anderson et al., 1999). Companies world over have enhanced customer satisfaction and profitability by strengthening quality management of the supply chain.

Process management is one of the major determinants of quality in production (Anderson et al., 1999). A process is made up methods, activities, machines, materials and even the people involved in production. Total quality management has the assumption that the overall quality of products and services is achieved by the quality of the processes involved (Flynn & Saladin, 2001). Managing production processes effectively ensures reduction in variations. This leads to products of quality at the same time reducing the costs of production as well as costs involved in rework (Anderson et al., 1999).

Juran & Gryna (1993) state that the most important factor in process control and improvement is the maintenance of the process capability to meeting production requirements. Likewise, Deming (1986) in his literature confirms that quality is not only gotten from conducting inspection but improving the entire process of production. He further explains that organizations need to stop depending on inspection alone to achieve quality and instead they should endeavor to improve the processes of planning.

2.5 Total Quality Management Practices and Competitive Advantage

Increased globalization and internationalization of firms has increased the level of competition among firms. Providing a higher quality service as a strategy for achieving competitive advantage has become a strategic and imperative effort for organizations and senior management around the world. Total Quality Management practices are a new pattern in doing business where the competitiveness of an organization is improved over its competitors. Total Quality Management aims at maximizing the competitive nature of firms by focusing on employee involvement, and continuous improvement of the quality of products, services, people, processes and organizational environment and customer satisfaction (Gaspersz, 2005).

As acknowledged by Gaspersz (2005), implementation of TQM has a positive impact on revenue generated by a firm and production costs incurred. Other evidences have also suggested that companies do implement TQM to achieve higher profits and a higher shareholder base as well as greater cash flows (Corbett and Rastrick, 2000). Increasing demand by customers for better quality of products in the market place has encouraged many companies to provide quality products and services in order to compete in the marketplace successfully (Kruger, 2001).

Many organizations have adopted and implemented TQM strategies to counter the current global competition. Businesses world over have embraced TQM in areas of marketing, distribution, production, customer service, finance (Gaspersz, 2005). Usually a competitive edge is often that vital element that gives a firm the niche in the business environment. The principles of total quality management now form important characteristics of the most successful businesses in the world.

The changing needs of customers and the need for effective cost management techniques, the dynamic business environment has given TQM practices such importance and every enterprise is working towards implementation of these practices. The days that customers considered price as the only motivating factor in buying products or services are long gone. It is important to appreciate the vital role that TQM plays in giving a firm a competitive edge (Kruger, 2001). Organizations whether big or small endeavor to implement TQM.

Presently quality has become the yardstick used to measure organizations. In a world of dynamic technological changes, speed in product delivery is paramount. Products compete in terms of their quality in the market place. Total quality management approaches are being embraced by organizations to improve quality, increase productivity, improve organizational performance and increase customer satisfaction.

2.6 Empirical Studies and Research Gap

Several studies have been conducted on TQM practices and the competitive advantage. Ojo (2003) carried out a study on the competitive strategy and TQM culture in organizations. He focused on elements that make up a competitive strategy, examining the culture of total quality management and productivity improvement. He examined their relationship in producing better goods and services and individual and organizational performance. In another study, Reeda, Lemak and Mero (2000) examined total quality management and sustainable competitive advantage. The study concluded that TQM is able to produce a cost advantage as well as differentiation advantage. The study further deduced that the complexity found in the entire process of TQM could potentially create barriers to imitations.

Sadikoglu and Olcay (2014) have looked critically at the effects of TQM practices and how these practices affect the performance of an organization in Turkey. Their study employed the cross-sectional survey methodology. The sample was made up of organizations that were members to the Turkish Quality Association and those firms that were located in Kocaeli-Gebze Organized Industrial Zone. The findings revealed that firms in Turkey faced obstacles due to the fact that they did not involve employees, lack of a good firm structure and lack of resources.

Douglas and Judge (2014) examined TQM implementation and competitive advantage. They examined the role of structural control and exploration. They explored the relationship between the level that TQM practices had been adopted in organizations and the competitive advantages that had been consequently achieved. They found out that this relationship was strongly supported. Two factors namely control and exploration do influence the financial performance of those organizations that embraced TQM practices.

Kurtus (2007) examined how organizations can use TQM to achieve competitive advantage. He looked at the TQM philosophy of doing business which recommends that organizations lower their prices by reducing waste, and also helping suppliers to give quality inputs used in production. He concluded that companies attain a competitive advantage by producing goods at lower costs compared to their competitors and at the same time giving good quality goods and services. Total quality management is the key to gaining competitive advantage.

A study by Haustein (2005) examined the pillars of TQM implementation in manufacturing organizations and revealed a comprehensive framework with eight pillars having carried out case studies in 31 manufacturing organizations in Bangladesh, India. Prajogo and McDermott (2005) examined the relationship that exists between TQM practices and organizational culture among Australian organizations. The findings revealed that different TQM practices adopted by different organizations are determined by the different cultures of these organizations. This study was conducted in Australia which has different business environment from those in Kenya's aviation industry.

Oluwatoyin and Oluseun (2008) tested the effects of TQM on organizational performance and the stakeholder satisfaction focusing on the airline industry in Nigeria and revealed that TQM airlines had a higher levels of employee satisfaction than those airlines that did not embrace TQM. Adoyo (2012) focused on the relationship between customer service quality and customer loyalty among retail pharmacies in western Kenya. The findings indicated that relationship quality dimensions namely service quality, commitment, trust, and satisfaction had significant positive effect on the ultimate outcome of customer loyalty. Magutu, Mbeche, Nyaoga, Nyamwange, Onger and Ombati (2010) examined quality management practices in Kenyan educational institutions. They studied the case of the University of Nairobi and established that the University needed to address three major challenges: skills, communication/management support and funding.

A study done by Githae (2004) focused on TQM practices in selected private hospitals and the critical factors of TQM and found out that TQM has become popular as a method to introduce transformational change in an organizations managerial philosophy and operational effectiveness. Gathoga (2001) carried out a study on effects of TQM implementation on business performance in service institutions, a case study of Kenya Wildlife Service. The findings revealed that the role of leadership has a positive impact on TQM implementation. None of these studies have focused on total quality management practices and competitiveness of the organizations in the aviation industry in Kenya.

This chapter has presented literature review starting with the theoretical foundation where stakeholders' theory and open systems theory have been discussed. The discussion elaborated how each of the two theories form a theoretical basis for the topic under study. The chapter highlighted various works done by scholars, researchers, and authors and examined materials drawn from various sources related to the topic under study.

The chapter then presented the concept of competitive advantage discussing it in detail before proceeding to the TQM practices. These practices include leadership and top management support, strategic planning, employee participation, training of personnel, customer focus, supplier quality management and process quality management. These practices were clearly discussed citing contributions by various authors and scholars.

Further, the chapter then presented the relationship between TQM practices and competitive advantage clearly defining how the two concepts relate. The empirical studies and research gap were discussed in this chapter. The focus of the studies was on both the local and international studies done by various scholars and researchers hence leading to identification of the research gap that prompted the topic under study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter discusses the research methodology applied in carrying out this research. The chapter gives a highlight of what informed the selection of the research design used, how the sample population was selected, and the method used for sampling. It also discusses the instrument that was used in collecting data and explains how the data collected was analyzed and interpreted.

3.2 Research Design

The research design used in this study was the cross-sectional research design. A cross sectional survey is a research design whose aim is to establish the level or frequency of a certain specific attribute. This survey is a type of descriptive research design which involves collecting data from a given sample of the element of population once (Ngechu, 2004). Mugenda and Mungenda (2003) define a survey as a research design which tries to gather data from a sample population. It is noted that a survey will describe an occurrence by asking people about their attitudes, behaviours, values or perceptions.

Cross-sectional research design was chosen because it appeals for generalization within a particular parameter (Ngechu, 2004). The data obtained was able to be standardized to allow easy comparison. Moreover, it explores the existing status of two or more variables at a given point in time. This design is meant to enhance a systematic description that is accurate, valid and reliable as possible regarding TQM practices and the competitive strategies in major airlines operating in Kenya.

3.3 Population of the Study

In statistics, a target population is defined as that specific group of individuals or objects from which certain information is desired. Bryman and Bell (2011) define a population as people, events, elements or households who are investigated during a research. According to Mugenda and Mugenda (2003), a target population is that set of individuals that are investigated and the resulting findings used to generalize.

The target population comprises of all potential participants that can make up the study group. The target population of this study was the 40 aviation companies operating in Kenya as shown in appendix I. These included both the private and government entities, local and international firms in the aviation industry in Kenya.

3.4 Data collection

This study used primary data. Mugenda and Mugenda (2003), defines primary data as that data that the researcher collects that is data collected by the researcher himself or herself. Primary data is considered to be more reliable and current. The structured questionnaire was the main instrument used to collect data in this study. A structured questionnaire allows for standardized or uniform responses to questions asked.

There are many other instruments used to obtain data such as interviews, direct observations, questionnaires and even reporting. The questionnaire is considered a faster tool in obtaining data among all those. In this study, both closed and open ended questions were used. Questionnaires are considered to allow for consistency or standardization in the ways in which the questions are asked and this ensures compatibility in the responses derived. Data in this research was provided by employees of the various companies that had been sampled.

3.5 Data analysis

Data analysis in this study was conducted by editing the questionnaires received to check for completeness. The Statistical Package for Social Sciences (SPSS) was used to analyze the data that was collected. The SPSS is a software package which is used in statistical analysis and which presents the analysis through means, percentages, frequencies, standard deviations, correlation and regression analysis. The data was split down into different aspects of competitive TQM practices and organizational competitiveness. This offered a systematic and qualitative delivery on the study objectives.

The chapter presented the research methodology used in the study and highlighted the research design used which is the cross-sectional survey. The study population was made up of the firms in the aviation industry in Kenya and forty aviation companies operating in Kenya formed the target population. It clearly presented data collection by explaining the types of data that was collected and the methodology of how it was analyzed.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings and discussion of the study conducted on determining the total quality management practices adopted by the Kenyan aviation industry and establishing the effects of these practices on the competitive advantage of the aviation industry in Kenya.

4.2 Response Rate

The targeted population of this study was made up of the 40 aviation companies in Kenya. Out of the distributed 40 questionnaires, only 25 were filled and returned. This translated to a response rate of 63%. According to Mugenda and Mugenda (2003) the significant response rate for analysis should be at least 50%. Refer to the tabular representation below.

Table 4. 1: Response Rate

	Frequency	Percentage
Response	25	63%
Non Response	15	37%
Total	40	100%

Source: (Field data, 2016)

4.3 Demographic information

The respondents that said that their aviation companies have been in operation in Kenya for up to 5 years were 12%, 24% had been in operation for 6-10 years, 16% for 11-15 years, 20% for 15-20 years, 16% for 21-25 years and 12% for over 25 years. The respondents included general managers, middle level managers, finance officers, marketing officers and customer service executives.

These demographics indicate that majority of the firms in the aviation industry had been operating in Kenya between 6 – 10 years as indicated in table 4.2 below.

Table 4.2: Number of years the aviation company has operated in Kenya

	Frequency	Percentage
0-5 years	3	12%
6-10 years	6	24%
11-15 years	4	16%
15-20 years	5	20%
21-25 years	4	16%
over 25 years	3	12%
Total	25	100%

Source: (Field data, 2016)

The table 4.3 below shows the number of years the respondents had worked with the current employer.

Table 4.3: Years worked with current employer

	Frequency	Percentage
0-5 Years	6	24%
6-10 Years	5	20%
11-15 Years	8	32%
15-20 Years	2	8%
21-25 Years	3	12%
Over 25 Years	1	4%
Total	25	100%

Source: (Field data, 2016)

The respondents that had worked for their current employer for up to 5 years were 24%, 20% had worked for between 6-10 years, 32% had worked for 11-15 years, 8% for 15-20 year, 12% for 21-25 years and 4% for over 25 years. This indicates that majority of the respondents had worked with their current employer for between 11- 25 years.

Table 4.4 below shows the number of years the respondents had worked in the Aviation Industry.

Table 4.4: Years in the aviation industry

	Frequency	Percentage
0-5 Years	8	32%
6-10 Years	3	12%
11-15 Years	2	8%
15-20 Years	6	24%
21-25 Years	3	12%
Over 25 Years	3	12%
Total	25	100%

Source: (Field data, 2016)

The respondents that had been in the aviation industry for up to 5 years were 32%, 12% were 6-10 years, 8% had been in the industry for 11-15 years, 24% had been in the industry for 15-20 years, 12% had also been in the industry for 21-25 and 12% had been in the aviation industry for over 25 years. This indicates that the majority of the respondents had worked in the aviation industry for 15-20 years.

4.4 Total Quality Management Practices in Kenya's Aviation Industry

The table 4.5 below shows the extent to which the respondents agreed on the statements below on total quality management practices applied by organizations in gaining competitive advantage.

Table 4.5: Total Quality Management Practices

TQM Practice	Mean	Std.Dev
Top management is committed to the organizations attainment of goals	4.231	0.213
The managers in the Company have clarity of vision on how to deliver on the organizational goals	4.015	0.154
The management involves all staff in strategy formulation	3.982	0.452
The values and goals in the Company are developed by senior management	2.224	0.456
High quality of service delivery is encouraged in the Company	4.661	0.114
Our management readily delegates duties to other staff	4.385	0.734
There are well established quality standards in the company	4.331	0.112
Senior management in the Company take active roles in issues concerning quality management	3.973	0.401
Employees in the Company are rotated in various departments	4.634	0.118
The Company arranges team building activities from time to time	4.221	0.324
Different departments in the Company work as a team to deliver on organizational goals	4.098	0.663
The company sponsors employees for seminars and conferences in areas of specialty	3.887	0.254
The Company allows employee some time off duty to go for further studies	3.665	0.382
Our company strives to delight our customers	4.562	0.336
Product development in the Company is done with customers in mind	4.882	0.852
The company has provided an avenue for customers to provide feedback on service quality	4.634	0.462
The company has a good relationship with its suppliers	4.821	0.554
Suppliers are involved in the Company's strategic planning process	4.664	0.821
Suppliers are involved in new product development in the Company	3.610	0.634

Source: (Field data, 2016)

The study aimed at assessing the TQM practices applied. The assessment was measured on a scale of 1 to 5 where 1 was strongly disagree and 5 was strongly agree. The respondents agreed that top management is committed to the organizations attainment of goals with a mean of 4.231 and a deviation of 0.213. Top management should strongly commit to the process of quality management and this will lead to higher quality performance (Shang, 2007). On whether the managers in the company have clarity of

vision on how to deliver on the organizational goals the respondents agreed with a mean of 4.015 and a deviation of 0.154. According to Anderson (2007) the concept of leadership involves the management being able to establish the practice and long term vision of the company. Asked whether the management involves all staff in strategy formulation the respondents agreed with a mean of 3.982 and a deviation of 0.452. Wilson and Collier (2000) highlighted on the need for employee participation which ensures that the workforce from the various functional areas are given a chance to contribute in the organization.

The respondents disagreed that the values and goals in the company are developed by senior management with a mean of 2.224 and a deviation of 0.456. However according to Germain and Spears (1999), top management have a role to be the driving force when it comes to implementing TQM. Top management's role is to put in place the vision, mission, values and systems geared towards improving the performance of the organization and increasing customer satisfaction.

The respondents strongly agreed that high quality of service delivery is encouraged in the Company with a mean of 4.661 and a deviation of 0.114. Sila and Ebrahimpour, (2007) concludes that there is a strong link between high quality goods and services and profitability. They further attribute this to the high levels of customer satisfaction. The respondents also agreed that the management readily delegated duties to other staff with a mean of 4.385 and a deviation of 0.734.

The respondents also agreed that there are well established quality standards in the company with a mean of 4.331 and a deviation of 0.112. The quality of supplies used in the production process is a very critical factor in the whole process of quality management because material supplied are the inputs to the end products. Thus to avoid quality problems, there is need to have quality inputs (Flynn et al., 2001).

The respondents also agreed that senior management in the Company takes active roles in issues concerning quality management with a mean of 3.973 and a deviation of 0.401.

Emphasis has been put for top management to display quality leadership. Many scholars have supported this arguing that it forms the foundation for effective TQM implementation. Successful TQM practices have been measured by increased quality in goods and services, employee job satisfaction and customer loyalty (Germain and Spears, 1999).

The respondents strongly agreed that employees in the Company are rotated in various departments with a mean of 4.634 and a deviation of 0.118. . According to Dean and Bowen (1994), rotation of employees equips them with different set of skills to perform their responsibilities. The respondents also agreed that the Company arranges team building activities from time to time with a mean of 4.221 and a deviation of 0.324. Dean and Bowen (1994) look at learning as the efforts by organizations to seek knowledge whether at group levels or as individuals.

On whether there are different departments in the Company that work as a team to deliver on organizational goals the respondents agreed with a mean of 4.098 and a deviation of 0.663. The respondents were asked whether the company sponsors employees for seminars and conferences in areas of specialty, the respondents agreed with a mean Of 3.887 and a deviation of 0.254. On whether the Company allows employee some time off duty to go for further studies, the respondents agreed with a mean of 3.665 and a standard deviation of 0.382.

Employees should be encouraged to train. Firms need to create a conducive environment that will encourage employees to learn (Dean and Bowen, 1994). Employees are usually considered as an asset to the organization and as such organizations should help them develop in their careers (Anjard, 1998). Creating a learning culture in an organization ensures the firm is well equipped in terms of competent human resources.

On whether the company strives to delight the customers, the respondents strongly agreed with a mean of 4.562 and a deviation of 0.336. According to Anderson et al, (1994), when customers feel that their needs have been met, the firm is said to have achieved customer satisfaction. Asked whether product development in the Company is done with customers in mind the respondents strongly agreed with a mean of 4.882 and a deviation of 0.852. An organization must be keen in establishing good customer relationship to measure customer needs and expectations, involve customers in quality improvement and determine customer satisfaction (Sila and Ebrahimpour, 2007).

The respondents also agreed that the company has provided an avenue for customers to provide feedback on service quality with a mean of 4.634 and a deviation of 0.462. Organizations practice customer focus by developing channels that enable them to receive feedback from customers. This feedback information is usually used by firms as it points to areas where improvement is required. Customer expectations are continuously changing and as such it is important for organizations to always get feedback from their clients (Wind and Mahajan, 1997).

The respondents strongly agreed that the company has a good relationship with its suppliers with a mean of 4.821 and a deviation of 0.554. According to Sila & Ebrahimpour (2005), it is important that in supplier management relationship, suppliers are involved in developing products and should also be trained and given technical assistance. The respondents also strongly agreed that suppliers are involved in the Company's strategic planning process with a mean of 4.664 and a deviation of 0.821. The respondents also agreed that suppliers are involved in new product development in the Company with a mean of 3.610 and a deviation of 0.634. The TQM practice of supplier quality management ensures that organizations establish a good relationship with its suppliers. This relationship leads to greater involvement of suppliers by firms in product development and ensures supplies delivered are of quality. This ultimately leads to firms' quality requirements being met (Flynn, 2001).

4.5 Competitive Advantage

Table 4.6 below shows the extent to which the respondents agreed on the statements on competitive strategies applied by organizations in gaining competitive advantage.

Table 4.6: Competitive Strategies

Competitive strategy	Mean	Std. Dev
Hiring qualified employees in their areas of specialty	4.334	0.142
Providing safe working environment	4.621	0.523
Providing job security	4.382	0.661
Training employees in their areas of specialty	3.982	0.145
Differentiating the Company's products from those of the competitors	4.213	0.441
Adopting latest information technology in operations	4.661	0.367

Source: (Field data, 2016)

The study aimed at assessing the respondents' view on application of competitive strategies measured on a scaled of 1 to 5 with 1 being strongly disagree and 5 being strongly agree. On whether the companies hired qualified employees in their areas of specialty, the respondents agreed with a mean of 4.334 and a deviation of 0.142. On whether the companies provide safe working environment the respondents agreed with a mean of 4.621 and a deviation of 0.523. On providing job security the respondents agreed with a mean of 4.382 and a deviation of 0.661. On whether companies train employees in their areas of specialty the employees agreed with a mean of 3.982 and a deviation of 0.145.

On whether there is differentiating of the Company's products from those of competitors, the respondents agreed with a mean of 4.213 and a deviation of 0.441. According to Porter (2008), the aim of firms embracing competitive strategies is to earn them an edge. Competitive strategies helps organizations defend themselves against their competitors. On whether companies adopt the latest information technology in operations, the respondents strongly agreed with a mean of 4.661 and a deviation of 0.367.

Table 4.7 below shows to what extent these strategies adopted affect the level of competitiveness of their organization.

Table 4.7: Extent to which strategies adopted affect level of competitiveness

	Frequency	Percentage
Very Great Extent	9	36%
Great Extent	11	44%
Moderate Extent	3	12%
Little Extent	1	4%
No Extent At All	1	4%
Total	25	100%

Source: (Field data, 2016)

The respondents that said that strategies adopted affect the level of competitiveness of their organization to a very great extent were 36%, 44% said to a great extent, 12% said to a moderate extent, 4% said to a little extent and another 4% said to no extent at all. This suggests that majority of the respondents agreed that strategies adopted by their organizations affect the levels of competitiveness to a great extent.

4.6 Relationship between TQM and Competitive Advantage

This section addresses the relationship between the total quality management and the resulting competitive advantage gained by aviation operators in Kenya. To assess the relationship, correlation and regression analysis were done on the mean responses of the respondents on TQM and CA. Before conducting regression analysis it was important to assess correlation between the variables. The results of correlation analysis are presented in Table 4.8

Table 4. 8: Correlation Matrix

		Correlations	
		Y	X
Y	Pearson Correlation	1	.628
	Sig. (2-tailed)		.005
	N	25	25
X	Pearson Correlation	.628	1
	Sig. (2-tailed)	.005	
	N	25	25

Source: (Field data, 2016)

The results of the correlation analysis as shown in the table indicate the correlation $r = 0.628$ ($p = 0.005$) which was statistically significant. There was high correlation between the two variables allowing for regression analysis. To assess the relationship between product/service positioning strategies and the resulting competitive advantage gained, regression analysis was conducted and results presented in Table 4.9.

Table 4.9: Regression Analysis

Model	Coefficients				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	1.723	1.144			1.199	.005
X	.588	.201	.491		1.311	.004

a. Dependent Variable: Competitive Advantage

Source: (Field data, 2016).

The model of the regression is summarized as:

$$\text{Competitive Advantage} = 1.723 + 0.588 (\text{Total Quality Management})$$

The constant term was 1.723 ($t = 1.199$, $p = 0.005$).

The coefficient of TQM (X) was 0.588 ($t = 1.311$, $p = 0.004$) was statistically significant.

Total quality management positively contributed to SCA of the aviation firms in Kenya.

The analysis of variance (ANOVA) conducted to assess the strength of the relationship between SCA (Y) and TQM (X). Results are presented in Table 4.10.

Table 4.10: Analysis of Variance

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.366	1	.366	1.533	.005 ^b
Residual	3.043	24	.338		
Total	3.409	25			

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Total Quality Management

Source: (Field data, 2016)

As shown in the table, $F = 1.533$ ($p = 0.005$) which was statistically significant at 0.95 confidence level. This indicates that the relationship between total quality management and competitive advantage of aviation firms in Kenya was significant.

The researcher intended to establish the strength to which total quality management explained the variation in competitive advantage. The results are presented in Table 4.11.

Table 4. 11 Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.233 ^a	.477	.031	.8529031

a. Predictors: (Constant), Total Quality Management

Source: (Field data, 2016)

As shown in the table above, variation in total quality management explains 47.7 percent of the variation in competitive advantage. This indicates that Total Quality Management explain a significant percentage of the competitive advantage positions of aviation firms in Kenya.

The regression analysis has shown a positive relationship between TQM and SCA of aviation firms in Kenya and the relationship is significant at 0.95 confidence level. The findings agree with those of Gaspersz (2005), implementation of TQM has a positive impact on revenue generated by a firm and production costs incurred. The findings also agree with those of Corbett and Rastrick, (2000) that found out that companies do implement TQM to achieve higher profits and a higher shareholder base as well as have greater cash flows

This chapter presented data analysis, findings and discussions as collected from the field. The findings were arranged in thematic areas to enable adequate response to the research question. The specific sections covered in this chapter include, demographic information of the target population, total quality management practices applied and competitive strategies adopted by the companies in the aviation industry operating in Kenya.

The results of the correlation analysis as shown in the table show the correlation $r = 0.628$ ($p = 0.625$) which was statistically significant. There was high correlation between the two variables allowing for regression analysis. The regression analysis has shown a positive relationship between total quality management and sustainable competitive advantage of aviation firms in Kenya and the relationship is significant at 0.95 confidence level.

The demographics included the number of years that the company has operated Kenya, the years the respondents had worked with their current employer and the years the respondents had worked in the aviation industry as a whole. The total quality management practices adopted by these firms and the competitive strategies employed were also analyzed. An analysis was also done on the extent to which the strategies that have been adopted affect the levels of competitiveness.

This chapter focused on the findings of the study, which established that several TQM practices that have been applied by firms in the aviation industry. The chapter also established the competitive strategies applied by the firms and the relationship between TQM and CA. This was done through correlation analysis where it was established that TQM practices applied have a positive impact on CA of organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter five presents the findings of this study in summary, and highlights the conclusions deduced and the recommendations made. The recommendations and conclusions of this study are aimed at answering the study research question and achieving the research objectives which included determining the TQM practices adopted by the Kenyan aviation industry and establishing the effects of TQM practices on the competitive advantage of the aviation industry in Kenya

5.2 Summary

Majority of the respondents agreed that top management is committed to the organizations attainment of goals. Quality performance of an organization is achieved by the top leadership displaying strong commitment in the quality management process (Shang, 2007). As to whether the managers in the Company have clarity of vision on how to deliver on the organizational goals the respondents agreed. According to Anderson (2007) the concept of leadership involves the management being able to establish the practice and long term vision of the company.

Asked whether the management involves all staff in strategy formulation the respondents agreed. Wilson and Collier (2000) highlighted on the need for employee participation which ensures that staff in the various functional areas give contribution as regards the operations in the organization. Majority of the respondents disagreed that the values and goals in the Company are developed by senior management. However according to Germain and Spears (1999) improved performance in the organization is achieved by top

leadership's commitment to driving the implementation of total quality management practices by coming up with goals and processes that will endeavor to increase customer satisfaction. This is also the driving force towards achieving excellent culture change that ultimately translates into effective implementation of the total quality management practices in organizations.

Majority of the respondents strongly agreed that high quality of service delivery is encouraged in the Company. Sila and Ebrahimpour (2007) in their discussion conclude that high quality of goods and services and profitability have such a close link. They further attributed this to the high levels of customer satisfaction. Majority of the respondents also agreed that the management readily delegates duties to other staff. Majority of the respondents agreed that there are well established quality standards in the company.

The importance of managing supplier quality is emphasized by Flynn et al (1001). Suppliers' raw materials should be of high quality if the organization wants to produce high quality goods. Majority of the respondents agreed that senior management in the Company takes active roles in issues concerning quality management. Customer satisfaction is usually the goal of each business firm. Many researchers agree that effective TQM implementation achieves this and top management is a driver of such implementation (Germain and Spears, 1999).

Majority of the respondents strongly agreed that employees in the Company are rotated in various departments. Dean and Bowen (1994) discuss the importance of rotating employees in the organization. Job rotation helps employees learn new skills in different areas and gives them the overall knowledge of different tasks and responsibilities. This enhances their job performance. Team building among departments and individuals in an organization promotes good relationships among the staff as well as management. On whether there are different departments in the Company that work as a team to deliver on organizational goals, majority of the respondents agreed. The respondents were asked whether the company sponsors employees for seminars and conferences in areas of specialty, majority of the respondents agreed.

On whether the Company allows employee some time off duty to go for further studies majority of the respondents agreed. It is important and necessary for an organization to embrace the learning culture and allow employees to train and develop themselves further (Dean and Bowen, 1994). Employees are valuable assets to the organization and so they should be encouraged to develop their careers (Anjard, 1998). On whether the company strives to delight in customers majority of the respondents strongly agreed.

Anderson et al., (1994) suggest that customers feel satisfied if they perceive that their needs are being met by the products and services delivered by an organization. Asked whether product development in the Company is done with customers in mind the respondents strongly agreed. Organization have a duty to establish good relationships with the customers by involving them in the process of quality management to determine their level of satisfaction (Sila and Ebrahimpour, 2007).

Majority of the respondents agreed that the company has provided an avenue for customers to provide feedback on service quality. Companies that receive feedback from their customers, work on this feedback to improve their operations, their products and services. Customer surveys help organizations know what areas of improvement they need to work on. Customer requirements are dynamic and it is important for firms to continuously receive client feedback (Wind and Mahajan, 1997).The respondents strongly agreed that the company has a good relationship with its suppliers. Such good relationship is key as supplier involvement helps organizations acquire quality supplies. (Sila & Ebrahimpour, 2005).

The respondents also strongly agreed that suppliers are involved in the Company's strategic planning process. The respondents also agreed that suppliers are involved in new product development in the Company. Supplier quality management process allows for involvement of suppliers in the process of product design and development. This process ensures quality is achieved in procurement of materials (Flynn, 2001).

5.3 Conclusion

From the findings the study, it is concluded that total quality management has a positive impact on the competitive advantage of firms. Findings indicated that the management of the various aviation organizations is committed to the organizations attainment of goals. The study also concludes that the managers in the companies have clarity of vision on how to deliver on the organizational goals and that it involves all staff in strategy formulation. The study concludes that the values and goals in the Company are developed by senior management.

The study further suggests that high quality service delivery is encouraged in the Company and that the management readily delegates duties to other staff and that there are well established quality standards in the company. It therefore leads to the realization that the senior management in the company take active roles in issues concerning quality management.

The study ultimately reaches to the conclusion that employees in the company are rotated in various departments and that the companies arrange team building activities from time to time; that different departments in the Company work as a team to deliver on organizational goals and that the company sponsors employees for seminars and conferences in areas of specialty. Suppliers are involved in the Company's strategic planning process and that suppliers are involved in new product development in the Company.

On the competitive strategies employed at the organizations the study concludes that the companies hire qualified employees in their areas of specialty; that companies provide safe working environment. Further the study concludes that the different aviation companies in Kenya provide job security; that they train their employees in their areas of specialty. Further the study concludes that companies differentiate the Company's products from those of the competitors and that they adopt the latest information technology in operations.

5.4 Implication of the Study

5.4.1 Implication on policy

The findings of this study are of importance to the policy makers in the aviation industry as they are able to know the importance of TQM application on the competitiveness of aviation companies in Kenya. In order to gain competitive advantage in the industry, aviation companies need to implement all the recommendations from the study. From the findings it was evident there is need for the management to involve all staff in strategy formulation, this means that policy makers need to come up with policies that will ensure the inclusion of employees in the formulation of organization policies.

The findings also revealed that employee training and development is important as a TQM practice, policy makers in the industry should therefore come up with policies that will ensure employees in the aviation industry are offered training and development opportunities in the companies they work for. The study also recommends that policy makers in the aviation industry set standard controls on the quality of goods and services offered , this is geared towards effectiveness in ensuring that suppliers offer the best quality products and that there are no counterfeits in the industry.

5.4.2 Implication on practice

This study is also of importance to aviation company managers as well as managers from other industries since the findings enlighten them on the TQM practices and competitive advantage. From the findings it was established that management practices play a key role in the success of the implementation of TQM. From the findings, the management of these airlines should come up with strategies that define a clear vision and objective of the company TQM practices.

The management of companies in the aviation industry should also take active roles in the in issues concerning quality management. They should play an active role in implementing these practices, ensuring quality is applied in all areas be it in recruitment of personnel, processes and systems. This will be of significance if the practices are fully implemented.

5.4.3 Implication on the theory

The study is also important in extending the theories governing TQM and organizational competitiveness. The stakeholders theory explains the need to take all stakeholders of an organization into account during strategy formulation and implementation while open systems states that there is no one organization that exists in a vacuum, all organizations are influenced and also influence the environment in which they operate.

Therefore, this study will extend the theories of open system by explaining how aviation companies in Kenya are affected by their operating environment, be it political, social, economical or technological factors. Through the findings of this study, other firms are able to learn how to improve the competitiveness of their firms in order to ensure that outperform their competitors.

5.4.6 Recommendations

The study recommends that organizations fully implement the TQM practices so as to ensure quality management and delivery of goods and services to its customers. The study also recommends that the organizations ensure they employ highly qualified staff as well as give them learning opportunities such as job rotations and organizing for seminars and workshops. This will be effective in ensuring that the employees are able to deliver quality services to its employees.

The study further recommends that the leadership and managers of different aviation companies ensure they provide a safe working place for their employees. This will lead to employees feeling valued and thus able to give their best as well as feel their jobs are secured. A safe and secure working environment leads to a conducive working environment which ultimately leads to increased performance by the staff.

The study also recommends that the management of the aviation companies in Kenya liaise with their suppliers so as to ensure that they deliver goods of high quality that meet the customers' needs. Quality in the supplies is key to ensuring quality in the end product or service. This will be effective in ensuring that the company delivers goods and services that meet the customers need.

5.5 Limitations of the Study

Although the study was carefully conducted, there were some limitations that were experienced in the course of carrying out the study. This majorly included time and financial resources. Time factor was a limitation of the study in the sense that out of the forty questionnaires that were distributed to the target population, fifteen were non-responsive. This was due to the fact that the respondents did not find time to complete the questionnaires.

Financial resources also was a limitation since there was not enough funds to extend the survey to each and every individual in the firms targeted. This meant that only a limited number of questionnaires could be distributed. Another limitation experienced is lack of access to companies and people for data collection. This study involved distributing questionnaires to various companies and it was difficult to access some of the targeted firms for data collection.

5.6 Areas for Further Studies

The objective of this study was to determine the TQM practices and competitiveness of the airline industry in Kenya. This study concentrated only on the aviation industry and thus the findings cannot be generalized across all companies. This study recommends that in the future a similar study be conducted across all companies in the country so as to generalize the findings on the TQM practices and competitiveness in Kenya.

The study also recommends that in the future researchers can conduct a study on the impact of total quality management practices on organizational performance and profitability. This will be of importance in determining the effect of the TQM practices on the organization performance index and how companies can utilize the findings to improve their profitability.

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APPENDICES

Appendix I: List of aviation firms in Kenya

- | | |
|------------------------------|-------------------------------------|
| 1) 748 Air Services | 21) Jetlink |
| 2) African Express Airways | 22) Jubba Airways |
| 3) Air Arabia | 23) Kencargo Airlines International |
| 4) Air Kenya | 24) Kenya Airports Authority |
| 5) Air Mauritius | 25) Kenya Airways |
| 6) Air Uganda | 26) Kenya Civil Aviation Authority |
| 7) Astral Aviation | 27) KLM |
| 8) Blue Bird Aviation | 28) Korean Airlines |
| 9) British Airways | 29) Lufthansa Cargo |
| 10) British American Airline | 30) Martin Air cargo |
| 11) Brussels Airlines | 31) Mombasa Airsafari |
| 12) CMC Aviation | 32) Precision Air |
| 13) Delta Connection | 33) Qatar |
| 14) DHL | 34) Regional Air |
| 15) East African Air | 35) Rwandair |
| 16) Egypt Air | 36) Safarilink Aviation |
| 17) Emirates | 37) South African Airlines |
| 18) Ethiopian Airlines | 38) Swissair |
| 19) Etihad | 39) Swissport Kenya |
| 20) Fly 540 Airline | 40) Turkish Airlines |

Source: (The KAA Runway magazine, 2013)

Appendix II: Introduction letter

LAVENE A. ESIABA

P.O. BOX 28657-00100

NAIROBI.

To Whom It May Concern

Dear Sir/Madam,

RE: COLLECTION OF DATA

I am a Masters student in the School of Business, University Of Nairobi. As part of the requirement for the award of the degree, I am undertaking a research study on “**TOTAL QUALITY MANAGEMENT PRACTICES AND THE COMPETITIVE ADVANTAGE IN THE AVIATION INDUSTRY IN KENYA**”. I’m therefore seeking your assistance to fill the questionnaires attached. The attached questionnaire will take about ten minutes to complete. Kindly answer all the questions. The research results will be used for academic purposes only and will be treated with utmost confidentiality. Only summary results will be made public. No one, except the institution will have access to these records.

Should you require the summary, kindly indicate so at the end of the questionnaire. Your co-operation will be appreciated.

Yours sincerely,

LAVENE A. ESIABA

Appendix III: Questionnaire

TOTAL QUALITY MANAGEMENT PRACTICES AND THE COMPETITIVE ADVANTAGE IN THE AVIATION INDUSTRY IN KENYA

Please take a few minutes to complete this questionnaire. This research is being undertaken for purely academic reasons. Your honest answers will be treated with high level of confidentiality. Your views will be very helpful and highly appreciated in this research. Kindly answer all questions.

SECTION A: GENERAL INFORMATION

- 1) Name of the Organization (Optional) _____

- 2) Number of years it has operated in Kenya
0-5 years 6-10 years 11-15 years
15-20 years 21-25 years Over 25 years

- 3) Your position in the organization

- 4) Number of years you have worked with the current employer
0-5 years 6-10 years 11-15 years
15-20 years 21-25 years Over 25 years

- 5) Number of years you have worked in the Aviations Industry in Kenya
0-5 years 6-10 years 11-15 years
15-20 years 21-25 years Over 25 years

SECTION B: TOTAL QUALITY MANAGEMENT PRACTICES APPLIED

- 6) Below are some of the total quality management practices applied by organizations in gaining competitive advantage. Please indicate your level of agreement on each in as far as its application in your organization is concerned using the following scale; 1= strongly disagree 2=Disagree 3=Neutral 4= Agree and 5= Strongly agree.

TQM Practice	1	2	3	4	5
Top management is committed to the organizations attainment of goals					
The managers in the our Company have clarity of vision on how to deliver on the organizational goals					
The management involves all staff in strategy formulation					
The values and goals in the Company are developed by senior management					
High quality of service delivery is encouraged in the Company					
Our management readily delegates duties to other staff					
There are well established quality standards in the company					
Senior management in the Company take active roles in issues concerning quality management					
Employees in the Company are rotated in various departments					
The Company arranges team building activities from time to time					
Different departments in the Company work as a team to deliver on organizational goals					
The company sponsors employees for seminars and conferences in areas of specialty					
The Company allows employee some time off duty to go for further studies					
Our company strives to delight our customers					
Product development in the Company is done with customers in mind					
The company has provided an avenue for customers to provide feedback on service quality					
The company has a good relationship with its suppliers					
Suppliers are involved in the Company's strategic planning process					
Suppliers are involved in new product development in the Company					

SECTION C: COMPETITIVE STRATEGIES

7) Below are some of the competitive strategies applied by organizations in gaining competitive advantage. Please indicate your level of agreement on each in as far as its application in your organization is concerned using the following scale; 1= strongly disagree 2=Disagree 3=Neutral 4= Agree and 5= strongly agree.

Competitive strategy	1	2	3	4	5
Hiring qualified employees in their areas of specialty					
Proving safe working environment					
Providing job security					
Training employees in their areas of specialty					
Differentiating the Company’s products from those of the competitors					
Adopting latest information technology in operations					

8) To what extent have these strategies adopted affected the level of competitiveness of your organization?

- Very great extent []
- Great extent []
- Moderate extent []
- Little extent []
- No extent []

THANK YOU