

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

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DECLARATION

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

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

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DEDICATION

I dedicate this project to Lord God Almighty and my family for their encouragement, moral and financial support during my time pursuing my MBA programme.

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My appreciation goes to Almighty God for enabling me complete this project. I would like to acknowledge all those who contributed in one way or another to successful completion of this project. Special thanks to my supervisor, Mrs Zipporah Kiruthu for her guidance and motivation. My appreciation also goes to my husband Nashon Okowa for his interminable support. God bless you.

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ABBREVIATIONS AND ACRONYMS

GoK	Government of Kenya
ICT	Information Communication Technology
InCMS	Integrated Customer Management System
ISO	International Standards Organization
KETRACO	Kenya Electricity Transmission Company
KPC	Kenya Power Company
KPLC	Kenya Power and Lighting Company
SERVQUAL	Service Quality framework
SPC	Statistical process control
SPSS	Statistical Packages for Social Science
TOC	Theory of Constraints
TQM	Total Quality Management

ABSTRACT

Service quality tends to bring an organization a long-term competitive advantage. The approach to quality of services can differentiate an organization success or failure. Customer value, Service quality and customer satisfaction have become the main concern of both manufacturing and service organizations in the increasingly intensified competition for customers in today's customer-centred era. This has caused many organizations to pay increased attention to improve service quality. TQM is adopted in many organizations to reduce lead time, eliminate waste and improve productivity and service quality. However there is still a gap in implementation of TQM on service delivery in energy sector organizations. It is only through significant efforts in energy sector, that an organization can improve the quality and consistency of their services. A constant effort must be made to realize customer feedback and to understand the ways that service can be increased. This study sort to establish the extent to which TQM has influenced service delivery at Kenya power. The objectives of this study were to determine the influence of leadership, organizational culture, customer focus and training on service delivery at Kenya power, to determine the quality of service delivery reliability in the organization and to determine service responsiveness in the organization. The study was anchored on Deming's theory of quality management and theory of constraints. It adopted exploratory research design with a target population of management staffs at Kenya power. The research used primary data which was collected using a semi structured questionnaire administered to respondents through drop and pick later method in various departments. Research was analysed using descriptive method, findings were presented in tables, percentages, frequencies, means and standard deviation. The research findings revealed that effective TQM implementation yields improved performance and quality service delivery. It also revealed that organizations should be responsive to customer complaints and understand their current and future needs to remain competitive. The study recommends that management should play a critical role in implementation to TQM factors and thus they should commit themselves totally on planning, management and improvement of processes in the organization, encouraging full participation of employees with the focus of customer satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Study Background

The ever-shifting customers' expectation has pushed organizations to the wall to rethink quality service delivery and competitiveness. Service delivery in organizations has changed to more of creating business services aligned precisely with the needs of the customers as well as reviewing changes that may arise from an evolving business environment. There is need to develop a service delivery platform which is useful in pursuing long-term value for a business. Such a platform can be achieved through developing an effective leadership strategy aimed at delivering consistent high quality and cost effective user-friendly services (Delloite, 2016). According to Eichfeld (2017), organizations need to build on the service delivery processes they already have, strengthening what works and transforming the rest in a continuous improvement process.

Quality services primarily relate to provision of services or goods that delights the person receiving them and ensuring conformance to customer requirements, which results in quality. Hence the higher the compliance, the higher the quality (Robert, 1995). Higher quality lowers the costs of production and increases competitiveness leading to an increase in sales, loyalty of customers and improved profitability. Crosby (1979) identifies quality costs as a tool to focus management attention on measuring the quality and success of improvement programmes. The cost of quality includes costs involved in identifying, correcting and preventing defects. Quality costs include total cost acquired through investments on preventing non-conformances to requirements and service appraisal. It also includes costs incurred or product to conform to requirements and failure to meet needs.

Feigenbaum (1956) categorizes quality costs as prevention, appraisal and failure costs (PAF). They are classified further into external and internal subcategories. This widely used classification BS 6143 Part 2 defines these categories (British Standards Institute, 1990).

Eventually, the costs of carrying out quality improvements, achieving quality goals, and quality products or services production require careful measurement and management. This is essential to create a desirable long-term impact of quality in an organization. Quality-related costs increase to 15 to 20 percent of the sales revenue across many companies. In others, these qualities related costs be up to 40 percent of the total operations. Hence, the poor quality cost above 10% to 15% of the operation cost hinders a company an opportunity to thrive. However, according to Mark (2016) this cost can be considerably reduced through an efficient quality management program and increase an organization's profits.

Several management strategies are applicable in delivering continuous quality improvement. Total Quality Management is an example of one such strategy (Powell, 1995). Successful use of Total Quality Management principles embeds customer and quality to an organization's corporate strategy. If correctly managed, TQM ensures maximum service delivery, critical in gaining strategic and tactical competitive edge for or service or manufacturing enterprises (Cheah et al., 2009). TQM implementation involves buying into and practices and ideology of quality management of different units that are included in service delivery process, which should be championed by the organizational

and leadership actions. Therefore, as noted by Kyalo (2015) key primary and support activities of the service delivery must inculcate quality

Kenya power implements TQM through ISO 9001:2008. It's Board, Management and staff are committed to effectively implement and continually improve quality management system, with the focus of meeting its customers and stake holder's requirements and expectations. There has been various efforts by the organization to continuously improve on its implementation, in order to reach the need of the customers which has grown over the years. The organization has implemented a new system INCMS that enables the customers to pay their bills by the use of VISA cards, to read their own meters and send readings for billing, to report incidences for faster resolving them by the maintenance teams and even embracing the use of robots to assist in sorting out common customer complaints on call. To further ease payments of bills, the organization has partnered up with various banks and telephone providers and supermarkets. Nevertheless there has been various raised concerns on the extent to which TQM practice at Kenya power has been hindered by the organization culture, lack of knowledge on TQM, leadership style, training and customer focus. ("Who we are", 2015)

A set of quality chains of suppliers and customers are involved in ensuring quality is realized in a service industry. Parasuraman et al., (1988) acknowledges service quality is more challenging than a product because of balancing its assurance, reliability, tangibility, responsiveness and empathy of the service provided. This calls for keenness and sensitivity on how to handle services. Walker (1990) identifies quality environment, product reliability, and delivery systems as key determinants that work together with knowledge

and skills and excellent staff attitude for personal service. Similarly, Grönroos (1990) proposes criteria consisting of six items for perceived good service quality. These include professionalism and abilities; flexibility and accessibility; behaviour and attitude; recovery; trustworthiness and reliability; credibility and reputation.

1.1.1 Total Quality Management

Total Quality Management (TQM) is a popular approach widely used to realize quality in production of either service or goods in organizations that are keen to increase quality and productivity. TQM has Gurus who define the concept in different ways. Deming (1986) defines TQM as a continuous quality improvement process for planning, production, and service with predictable degree of dependability and uniformity. In addition, Deming identifies 14 quality management principles on improving and organization's productivity and performance quality. Crosby (1979) focuses his definition to quality as conformance to requirements of a Zero defect and doing it right the first attempt.

Juran (1993) defines quality as fit for use. Juran asserts that each individual within an organization should be included in the effort to of making fit for purpose products and services that are fit for purpose. Berry (1991) identifies TQM process as a total corporate focus to meet and exceed the expectations of the customer with a significant reduction in poor quality cost through adopting a new corporate culture and management system. Ishikawa (1985) emphasizes that to improve organizational performance; total quality control should be implemented. According to Ishikawa (1985), quality includes both product quality and, quality of management, after-sales service, human life and the company itself. Palo (2005) defines TQM as an integrated approach using proper tools to

bring continuous improvement in technology, products and services, as well as training to meet on a constant basis the customer's expectations. Lee et al. (2010) examines TQM as a business management strategy, which seeks to enhance organizational management quality, providing value to customers and competitiveness.

1.1.2 Service Delivery

This refers to the act of providing customers with a service. With the great development of information technology, customers have become more demanding and well informed over the years. The global trend on service quality started in the 18th century after realization that a quality product is not in maintaining a competitive advantage for a business (Van Der Wal et al., 2002). In the world quality report, 2017/2018 stakeholders noted that contextual micro-moment is all that is needed for market leaders to fall from grace. This obsession with speed has diluted the approach to the quality of a product.

Researchers have recognized that service quality can have a long lasting competitive advantage to an organization. The approach to services quality can determine an organization success or failure. Customer value and satisfaction as well as service quality are the primary concern of the service and manufacturing organizations competing for customers in present intensified customer-centred era (Wang et al., 2004). This has led to many organizations focusing attention to better service quality. Enhancing Service quality increases customer satisfaction. It also leads to cost management resulting in improved service delivery (Stevenson, 2007).

TQM is adopted in many organizations to reduce lead-time, improve productivity and eliminate waste. However, the primary limitation on the service any company can offer

depends on its workforce. Therefore, to enhance the quality or quantity of any service, it is increasing the workforce that is critical. Difficult service are more costly but with significant efforts, organizations can improve their services quality and consistency. A constant effort is necessary to realize customer feedback and to understand the ways of increasing service. In many cases, it is necessary to initiate a training program. Systems designers also need to consider human element when performing any function to a person. According to Davood (2013). Individuals delivering the service must be capable of associating productively and positively addressing critical features and constraint of that context.

There is considerable evidence that many organizations adopt TQM in the hope of speedy, painless transition and legitimacy in the sights of investors. Douglas (2001) discovered that leaders always render only lip service for quality improvement. However, this is unsupported by their actions. This has an impact of diminishing TQM successful implementation and its resulting benefits. Service delivery is based on competitive element of quality, responsiveness, reliability, and price with quality being the most important. It takes quite a long time for organization, which has acquired poor reputation for quality to change it. Meeting customer requirements is essential not only between different organizations but in same organization. The price of quality, examines the ability to meet requirements and our ability to meet them. This would then lead to continuous improvement and hence deliver service at its best every time. According to Litton, (2011) Efficient TQM processes produce marked improvements in both service and product quality increasing organization's profitability and customer fulfilment.

1.1.3 Kenya Power

Energy is identified as one of the infrastructure enablers for Kenya's Vision 2030 transformation to an industrialized country with a middle-income economy having high quality of life for its population in a secure and clean environment. To achieve this vision, Access to reliable, quality, safe, sustainable and competitively priced energy is essential (Rubin, 2018). The organization mandated to ensure that the power is provided to the customers is Kenya Power.

Kenya power's history runs back in 1875 to Seyyied Barghash. Barghash from Zanzibar purchased a generator to power lights in palace and surrounding streets. A merchant in Mombasa then acquired this generator in 1908 by the name Harrali Esmailjee Jeevanjee, Jeevanjee Mombasa electric power and lighting company with a directive to offer the island with electricity supply. During that period, Engineer Clement Hertzels was given mandate to supply Nairobi with electricity. As a result, it led to creation of the Nairobi power and lighting. In 1922, both firms merged forming the East Africa power and lighting company. Kenya Power was developed and licensed On February 1, 1954, tasked with constructing transmission line connecting Nairobi, Kenya to Toronto, Uganda. The aim was to transmit power from Ugandan Owen Falls dam. The company was named Kenya Power and Lighting Company Limited (KPLC) due to its presence only in Kenya in 1983. In June 2011, the company was rebranded Kenya Power.

Kenya Power Company operates majority electricity transmission and circulation system in Kenya. It has a customer base 6,842,669 customers, with 6.1 million Domestic customers and 700,000 large power customers. The principal mandate of the company is

to buy electricity generated from power producers and distribute it after being transmitted by KETRACO to customers. It also has a mandate to construct and maintain power distribution lines and transmission channels and retail of electricity to its clients. The Kenyan government controls 50.1% of shareholding in Kenya power while private investors have 49.9%. The company is listed in Nairobi Securities Exchange.

1.2 Research Problem

Embracing TQM and service delivery is a fundamental issue for researchers, strategic managers and stakeholders in an organization. TQM and service delivery include improved work relations, profitability improvement, productivity enhancement, competitive advantage and adequate utilization of resources on intermediate and organizational levels (Lee et al. 2010). Organizations invest heavily in Total Quality Management. Nonetheless, understanding TQM creates quality in business is given less attention. This is especially true in third world countries (Devies, 2003). There is a need for the local organization to follow the same trend and enable the organization to be competitive worldwide hence embracing globalization considering the huge benefits enjoyed by multinational organizations in adopting of TQM.

Ater (2013) records that although most companies in the third world economies acknowledge quality management; they experience challenges implementing quality practices. This makes it difficult for them to comply with quality management. TQM is now embraced in Kenya, at the public sector organizations more so in the service provision sectors. The use of TQM in such institutions has come under severe threat due to the organizational culture, managerial styles, technological orientation and the mode and

system of communication. However, the new procedures are connected to Adopting of TQM for the first time. These procedures include developing of new organizational policy, and new tools that must be studied. TQM is an organizational transformation process affiliated with confusion, instability and employees' resistance. It also must be prudently initiated through consistent management involvement (Kyalo, 2015).

As much as Kenya power is keen in achieving TQM, there have been serious concerns on problems being experienced in service delivery and time, and again both internal and external users raise complaints of poor services from the organization. Internally, at times programmes are implemented without staff's involvement, and they are given the pressure to deliver. There is poor communication in the organization, top management attends training and the knowledge never gets to the junior employees. There are also minimal employee empowerment programmes, the organization culture is wanting, some of the senior leadership does not embrace organization policies and strategies and instead act based on political influence, social influence and for their own benefits (Daily nation, 2018). On the other hand, Customers experience delays in quotation and connection of power installation. There are rampant customer connections. The quality of power distribution lines and transformers installed are poor hence unreliable power supply and inconsistent power charges (Standard digital, 2016).

There is need to find out extend to which the organization has implemented TQM in services offered internally in the organization which eventually influences the service delivery that is also provided externally. This study investigates the following research questions: To what extent has leadership influenced service delivery at Kenya Power. What

effects does organizational culture have on service delivery at Kenya Power? What influence does customer focus has on service delivery at the Kenya Power? What impact does training have on service delivery at Kenya Power? To what extend are Kenya power services reliable? To what extend are Kenya power services responsive? Response to these questions shall provide a solution to better performance in the delivery of power to customers.

1.3 Research Objective

The general objective was to establish how Total Quality Management influences service delivery at Kenya Power.

1.3.1 Specific Objective

Study sought to;

- (i) Establish the extent to which leadership influences service delivery at Kenya Power.
- (ii) Determine the influence of organizational culture on service delivery at Kenya Power.
- (iii) Find out the influence of customer focus on service delivery at the Kenya Power Company.
- (iv) Establish the effect of training on service delivery at Kenya Power.
- (v) Determine quality of service reliability in the Organization.
- (vi) Determine quality of service responsiveness in the Organization.

1.4 Value of the Study

Upon conclusion, study findings may be of benefit to the following classes of people: Those in the educational world may be able to have reference material on further research on correlation between implementation of TQM and service delivery. It can also make part of the identified literature on Total Quality Management that can be used in academic research.

Kenya Power Company may fully benefit from the findings. The company can be able to comprehend the influence of TQM implementation and offer better services doing it differently in the company. By gaining this knowledge, the company may be able to take measures that can assist implementation process of TQM for better performance and services. Public-sector organizations and parastatals that encounter similar challenges may have a learning point by knowing the limitations of the implementation of TQM and the best way to overcome the challenges.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter discusses review from relevant literature in Total Quality Management. It covers theoretical literature, conceptual framework, and research gaps. According to Chang, (2007) TQM refers to a principle forming a basis for continuous improvement within an organization, where the organization is continuously progressing in aspects of level, process and activity.

2.2 Theoretical review

The theories explaining total quality management and service delivery among organizations form the basis of the current study. They include; Theory of Constraints and Deming's theory.

2.2.1 Theory of Constraints

Goldratt first presented the Theory of Constraints in 1984 through this revolutionary book, *The Goal* (Goldratt, 1984). Over the years, Writers have different definitions of the theory of constraints. The theory of Constraints refers to a management approach built on various assumptions with an aim of providing a continuous improvement process (Sivasubramanian et al., 2003). Managers can develop effective strategies to improve the chances of a successful TQM deployment by Understanding factors likely to distract its implementation to achieve excellence in the business (Jacobsen 2008). Every system has at least one limitation, and existing restrictions represents opportunities for improvement. Several quality improvement efforts focus largely to achieve the highest reduction of cost.

The TOC approach focuses to increase throughput instead of reducing costs and consists of factors such as Strategic barriers and Human Resource barriers (Rahman, 2002).

Strategic barriers as a factor of TOC is the main impediment in implementing TQM and has the most significant adverse effect to its success. The limitations relate mainly to the organization's management and leadership. Clarification of the organization Vision, mission and values are essential for the employees to understand that their daily work is tied to organizational strategy and objectives. TQM Guru Deming (1986) in his 14 points of TQM, points out "organizations should eliminate, exhortations, slogans and targets for the workforce and instead insist on zero defects." Unrealistic expectations, lack of consistency and deficiency in top management and of objectives results in this barriers. According to Juran (1991), an effective managerial process for an organizations top management consists of quality control, quality planning, and quality improvement. He points out that every successful quality revolution includes upper management actively participating. Therefore, transformation is a top management job, which cannot be delegated.

Human resource barriers would mainly affect Employees who are the essential asset for any company. This is because of the support they provide in performance enhancement and productivity. A firm must train its employees on improving their abilities and skills as well as provide sufficient resources to become competitive. This increases their performance and removes obstacles to the implementation of TQM. According to Prajogo (2001), implementing TQM properly across different organization's productivity fosters employee's innovation and improves organizational effectiveness. Employee

empowerment and involvement is a critical element of Total Quality Management. Majority of the organizations are hesitant to initiate the total cultural change required by TQM (Ugboro, 2000). Employees training and participating in information sharing as well as decision-making is essential in allowing the organization to utilize resources adequately. In turn, this enhances organizational performance, increases loyalty of the employees and enables them actively participate in change process to ultimately improves organizational performance (Li, 2000).

2.2.2 Deming's Theory of Total Quality Management

The theory was developed by Dr. Edwards Deming developed in 1982. Deming is popularly known as the person who assisted in bringing Japanese quality revolution. In addition, He is also affiliated with statistical process control (SPC) as well as other problem-solving techniques. These techniques measure performance in every process. He defined of quality as "satisfying the customer beyond their expectations." This includes a focus on the customer's needs rather than only in their demands. Deming emphasized the importance to stay ahead of the customer, for anticipating their demands and needs. The customer is the central part of his philosophy the intention in value addition as per customer needs. Nothing that does not do this is a quality feature (Deming, 1982).

Managing and controlling systems and processes accurately is the means to better quality. This is a responsibility of the management. Deming is affiliated with SPC and other problem-solving approaches aimed at improving operations and reducing the significant variation occurring during production from 'special causes' and 'common causes'. The 'Common causes' of variations are systemic. They are by many products, machines or

operators. They incorporate incoming materials, which are not suited to their purpose, poor product design and unfavourable working environment, which are management responsibilities to employees. Specific causes can be related to knowledge, skill or poor performance, which are operators and workers responsibilities. Deming emphasized that top management should be at the forefront of process and system change. Management have a responsibility for most quality problems. They also have a responsibility of providing workers clear standards considerable as acceptable work, and identify necessary tool to achieve them. Such tools include climate for work--free of fear, blame and fault-finding as well as appropriate working environment. Deming also encouraged employee participation, set out his managers 14 points or guidelines (Deming, 1986).

It is difficult for Quality management system to be successful without the top management commitment. They create a corporate culture through the management's behaviour shaping the corporate attitude and defining what is important for the firm's success and survival. Quality include the use of knowledge to tweak a process. According to The fourteen points discussed by Deming's theory, management have a responsibility of adopting new approaches, creating constancy of purpose, and stopping to dependence on mass inspections. Other responsibilities include not awarding business because of price and aiming at improving services and ensuring continuous production. In addition, they also have a responsibility are developing in cutting-edge on job training, implementing cutting-edge leadership methods and abolishing employee fear from the company. Others include removing departmental barriers, eliminating work goals that and quantity based, quotas and standards, supporting artisanship pride, ensuring training and education for everyone and promoting the previous thirteen points. Additional include supplier selection in

developing lasting associations. Deming Quality Improvement Theory develops a plan business for eliminating issues on poor quality control. This plan is through effective managerial practices and techniques. The administration's conduct shapes the corporate state of mind and characterizes what is essential for the achievement and survival of the firm. The purpose of Deming's fourteen hypothesis on aggregate quality administration continue to receive the new logic, making consistency of reason, ceasing mass assessments conditions, not granting business in light of the cost and going for consistent administration change and generation. Others are acquiring front line at work preparation, actualizing cutting-edge authority techniques, nullifying organization dread, deconstructing departmental obstructions and disposing of work objectives based on amount of work. Others are disposing of shares and models, supporting craftsmanship pride, guaranteeing everyone is prepared and instructed. In addition, also ensuring the best administration structure advances the past thirteen focuses (Goetsch et al., 2013).

2.3 Total Quality Management

This is management theory application across the organization. The theory promotes development of product quality, processes services or focus on needs and customers' expectations with an aim of enhancing customer satisfaction and company's performance.

Attempting to define the TQM concept, Mosadeghrad (2014) acknowledges TQM aim as promoting customer fulfilment and organization performance. This includes provision of high-quality services and products through stakeholder collaboration and participation, teamwork, continuous improvement, a customer orientation, and process performance through the application of quality management techniques tools. Mohanty (2002) define

TQM as a technique for continuous improvement on the quality of goods and services, whose delivery is a result of participation of all' levels organization functions. According to Abdullah (2010), TQM system refers to quality evolution from quality inspection to TQM. TQM includes quality management principles applied to all organization aspects, which include customers and suppliers as well as integrating them with fundamental business processes. ISO 9000:2000 describes TQM as coordinated activities involved in directing and controlling the direction of an organization towards quality (ISO, 2008).

In implementing TQM, it is essential to consider that the organization needs to involve management in continuous quality improvement on primary strategic objectives and change in organizational culture. The essence is for the management to be able to implement a philosophy aligned to its focus, encourage all staff involvement and internal customers (Alghamdi, 2014). Changes should be introduced through instructions, communication, recognizing performance, management behaviours, teamwork, and programs to meet customer expectations. Manager's attitude using quality tools is essential in encouraging communication as a way of creating an enabling atmosphere for improved quality (Abubakar, 2017). The organization also needs to develop a quality strategy through defining its quality policy formulation, and strategic objectives. In addition, staff can be empowered through education, stimulation and resources development. An organization needs to determine quality costs as poor quality measure, which means it, should satisfy customer's desires and desires and make informed decisions based on the findings for continuous improvement.

2.4 Total Quality Management Implementation

The research paper sought to explore the influence of TQM on service delivery based on the following critical factors; Leadership, organization culture, customer focus, and training.

2.4.1 Leadership

The key relationship exists between leadership and robust implementation quality principles and methods. In ensuring implementation, the leadership should ensure that the employees, which include employee involvement, monitoring, and implementation of the strategy, experience essential dimensions. Leaders need to provide leadership that inspires and drives the employees towards a quality culture. They should use their influence, charisma, and creativity to create the necessary environment for continuous quality improvement in which the organization can flourish. Yusuf et al. (2007) emphasizes that TQM enhances effective leadership skills. According to Yusuf, leadership is significant aspect in implementing TQM as it influences workforce within an organization to assure increased productivity by influencing workers hence better services.

Leadership has a profound influence on TQM implementation in that; Managers need to dedicate their energies to employee's leadership and motivation as a way to influences them in implementing TQM efficiently. Managers need to know the TQM policies and enforce them. The management also must ensure that TQM strategies, values, and goals are transmitted to all the levels of the organization. There are specific practices of TQM, which differ from one organization to another due to the different nature of work.

Nonetheless, there is universal acceptance regarding the importance of leadership by higher management while implementing TQM (Wang et al., 2010).

Moza (2017) expresses that continued leadership improvement can be fulfilled through motivated employees who work collectively and utilize productive tools for increasing user satisfaction. According to Moza, Leaders have a responsibility of ensuring that they motivate their employees. Leaders should concentrate on service-orientated attitude and continuous learning and should trust other people in the organization because TQM is people-oriented. TQM facilitates success through constant improvement, which can be achieved through motivated employees. Therefore, competent management is a critical and indispensable factor on implementing TQM successfully. In addition, top management commitment is essential in assisting workforce adopt a clear working and functioning direction (Pheng, 2004).

2.4.2 Organization Culture

Organizational culture can be categorised on the basis of organizational response and management style (Lavie, 2012). Management style involves individual's ability to take risks, communication, attitude, control and decision making (Datta, 1991). Some firms depend on laid down rules and regulations and strict controls, while other companies are more flexible whereby employees are involved in decision making process. Founders and leaders of the organization affect the development of culture in many ways. Their position of authority permits them to impose values, beliefs and ideal solutions. They rely on charisma, which arises from things such as conviction, self-confidence, creativity, interpersonal skills, perspective, and energy (Jim, 2016). TQM requires a change in culture,

which is particularly difficult to implement and takes time to execute within an organization. It needs attitudes change as well as working habits. In addition, for TQM to have an impact, employees realize the message for TQM to create impact. Notwithstanding, change in culture is not behaviour change, it also requires change institutional management. A rich culture is defined by a rapid response to stimulus by staff due to their alignment with the values of the organization. Conversely, employees demonstrating little alliance with the values of the organization and bureaucracy as well as general procedures influence control define weak culture.

2.4.3 Customer Focus

Customer-oriented TQM means that one should at all times satisfy and not inconvenience the people in the next process because they are customers. TQM concept rests on the principle of embracing quality to each customer at each stage, which assures the quality of the finished product (Sadikoglu, 2014). The idea "The next process is the customer" led to the formal responsibility never to send faulty parts to those in the following process. Strategic quality planning in TQM is anchored on satisfaction of customers comes first. Quality is defined by the requirements of the customer. Customer's current and future needs must be foreseen by the organizational and set organizational goals and strategies with that focus to remain competitive in the market. Quality for customer satisfaction would also mean using customer's perspective, exceeding customer expectations and anticipating future needs of the customer it is largely concurred that quality has turned into an intense key weapon in meeting consumer loyalty both locally and globally. Enhanced quality is urgent to client requests and builds the efficiency of the association with the expanded return. Numerous authors agree that the nature of item and administration

influences intensity in the open market. Kondo (2009) acknowledges that quality enhancement through innovative ways decreases expenses and improves efficiency on their part push that since worldwide exchange the administration area is developing, it is fundamental that a suitable client base is produced and kept up by actualizing legitimate quality practices, which embroils on the operational execution.

2.4.4 Other factors of Importance

Training has a specific goal that is to improve capacity, capability, performance and productivity. According to Guangming et al. (2000), the principal objective of any organization meeting consumer wants by offering services and products as desired, with the help of TQM. TQM orbits around employee empowerment and motivation, which requires some important skills and knowledge. This aspect is achievable through training. For total quality management training to be well implemented, the employees need to understand the organization goals and mission. Although CEOs and governing boards are accountable for guaranteeing optimum performance in place, they rely on individual employees and their engagement in TQM knowledge shift to implement corporate styles and policies. Deming suggests that it is important to institute on job training and institute a vigorous education program as well as ensuring everyone's self-improvement.

Collaboration and teamwork are also an important part for an organization to accomplish its objectives, hence making team and group play a significant role in TQM effort. Stough et al. (2000) acknowledges that to work in a group is more advantageous than working individually. Business shall be able to achieve efficient resolutions to queries by working in teams. This also enables people to be at ease when working in groups, which helps them

to communicate openly and freely. An efficient team share vision and sense of mission, it has clear roles and expectations, works based on trust, communication and focuses on solving a problem.

Communication; Responsive communication occurs when information is shared willingly between multiple entities and is acted upon desirably (Mistry, 2008). TQM implementation demands effective communication with and among all the stakeholders in an organization. Open communication culture model results in reduced ambiguity and fear and allows TQM to be implemented faster. Good feedback and communication system are vital in expressing ideas to the management, this enables engaged employees to be some of your most prominent brand advocates. They provide high rated customer's service with an objective of creating a fantastic experience for customers. In addition, they make sure customers are pleased with the received service or products they have received and their knowledge with an organization's brand (Shane, 2013).

2.5 Measures of Service delivery

The customers or the degree to which service suffices customers' expectations commonly describes service quality as the overall assessment of a service. The strategy and enactment of service delivery practices play a vital role in the general competitiveness of contemporary organizations (Eshghi et al., 2008). Parasuraman made a model of service value through as study carried out on service settings which are electrical appliances, credit card services, long distance telephone repair and maintenance and retail banking (Parasuraman et al., 1985). The SERVQUAL model embodies quality of service as the

disparity between the expectation of a customer and of service offered (Parasuraman et al., 1985).

The service quality dimensions include Tangibles- physical equipment, facilities, and staff appearance. Others are assurance, reliability, empathy and responsiveness. Reliability, refers to subordinate's ability to undertake promised service dependably and accurately. Responsiveness refers the willingness of the staff to help and provide timely service to customers. Assurance refers to the employees' knowledge, and courtesy and their ability to instil confidence and trust to customers. Empathy refers to the individual caring attention the organization provides to its customers (Parasuraman et al., 1988). The dimensions listed focuses on the human aspects of service delivery as well as tangible service. Ladhari, (2009), recommends the service quality model as a better scale for determining service quality across specific industry corresponding to particular service measured order for assurance on validity and reliability of results.

2.6 Conceptual Framework

The conceptual framework refers to a network of concepts interlinked together with a purpose of enhancing comprehensive understanding of phenomena. A conceptual framework does not merely refer to collection of thoughts but rather construct where different concepts contribute an integral role. Miles (1994) defines conceptual framework as laying out key factors, variables, constructs and presumes relationships between these factors. A conceptual framework does not provide facts knowledge but rather softly interprets intention (Levering, 2002).

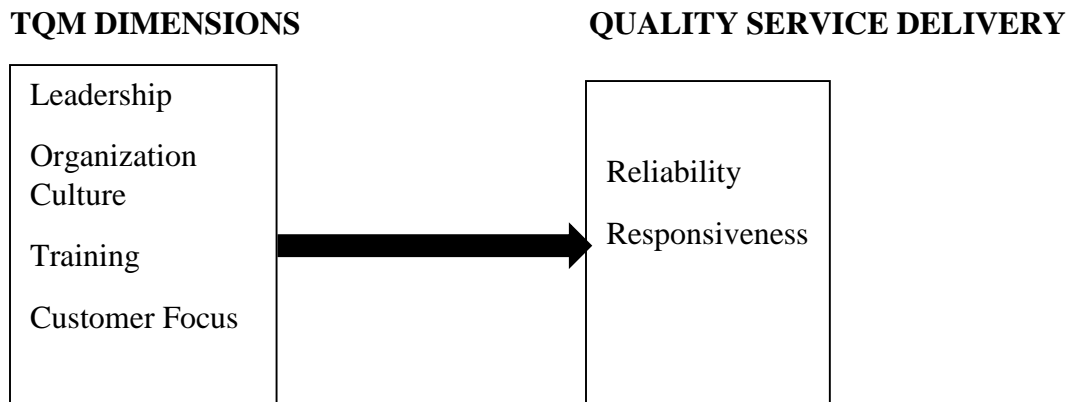


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section sets explores different stages, which were followed in completing research. It provides a general structure useful in helping researcher identify research issues raised in this study. The section discusses the strategies and methods, which were used in the collection, preparation, and investigation of data. In particular, the subsections of this chapter include research design, study target population, data collection instruments and procedures and data analysis.

3.2 Research Design

The study adopted an exploratory research design. Creswell (2017) argue that exploratory research design is useful in gaining background information as defined in research problem. Van (1997) explains that the purpose of the exploratory research is identifying environment boundaries on issues situations or opportunities of interest and investigating if the identified salient factors or variables have any relevance to the current study.

3.3 Population of the Study

The target population of the study was the departmental management employees at the Kenya Power Head Office Nairobi. According to the Human Resources department at Kenya Power, there were 241 management staff among the ten departments.

Table 3.1: Distribution of employees across departments

Department	Frequency	Percentage
Finance	26	10.79
HR and Administration	29	12.03
Customer service/Regional Coordination	32	13.28
Supply chain	29	12.03
Connectivity	26	10.79
Street lighting	10	4.15
Audit	24	9.96
Business strategy	17	7.05
ICT	14	5.81
Network management and Infrastructure Development	27	11.20
Total	241	100

Kenya Power, 2018

3.4 Sample Size

The study used stratified random sampling technique to obtain representative sample that participated in the research, the sampling technique was chosen due to the homogenous nature of population of interest. Cochran (1977) suggests sample size calculation method to be used to determine sample to be studied as follows:

$$\begin{aligned}
 N1 &= \frac{No}{(1 + No / Population)} \\
 &= \frac{118}{(1 + 118/241)} = 79
 \end{aligned}$$

Where population size = 241

No = required return sample size according to Cochran's formula= 118.

N1 = required return sample size because sample > 5% of population.

This forms 32.78% of the population and thus the rate was used to drawn samples from all management staff in the ten departments.

Table 3.2: Sample Size

Department	Frequency	Rate	Sample
Finance	26	0.33	9
HR and Administration	27	0.33	9
Customer service/Regional Coordination	32	0.33	11
Supply chain	29	0.33	10
Connectivity	26	0.33	9
Street lighting	10	0.33	3
Audit	24	0.33	8
Business strategy	17	0.33	6
ICT	14	0.33	4
Network management and Infrastructure Development	29	0.33	10
Total	241	0.3	79

Source: Researcher, 2018

3.5 Data Collection

Data was collected from management staffs of Kenya power. Where a customer was a staff from a different department offering services internally because it's a chain and failure from one department causes delay in a different department. Research employed Semi-structured questionnaire to gather primary data. The questionnaire included close-ended questions to ensure more structured critical in facilitate developing concrete recommendations. Open-ended questions were also used to provide additional information which close-ended questionnaire could not capture. The analysis was based on primary data, which was collected from departmental management staff among the ten departments at Kenya power. The questionnaires were self-administered to the respondents given their informal setting and their level of education and schedule of work. Upon collection of

completed questionnaires, analysis was done and call backs made. Respondents were guaranteed of their confidentiality by issuance of a letter attached to each questionnaire.

3.6 Data Analysis

A through check was carried through each questionnaire after data is collected to ensure accuracy and ensure the questionnaires are relevantly filled. Microsoft excel was used to carry out primary data analysis collected using questionnaires. The data coding was carried out using Statistical Package for Social Sciences (SPSS) and STATA for descriptive analysis. Results are presented in the next chapter.

Table 3.3: Data Analysis Techniques Table

Objective	Technique
Determine extent to which leadership influences service delivery	Descriptive Statistics
Determine Influence of organization culture on service delivery	Descriptive Statistics
Finding out Influence of customer focus on service delivery	Descriptive Statistics
Establish the effect of training on service delivery	Descriptive Statistics
Determine service responsiveness as quality service dimension	Descriptive Statistics
Determine service reliability as quality service dimension.	Descriptive Statistics

Source: Researcher, 2018

CHAPTER FOUR

DATA ANALYSIS, RESULTS & DISCUSSION

4.1 Introduction

The chapter consist of data analysis, results and discussion of the findings. The research aimed to determine the extent of Total Quality Management implementation and Service Delivery at Kenya Power. The data was gathered exclusively from an interview guide as the research instrument. A total of 79 questionnaires were distributed, 74 questionnaires were dully filled and returned. This gives a response rate of 94%, and the findings presented as follows.

4.2 Background Information

Table 4.1: Years Worked at Kenya Power

Years Worked	Frequency	Percentage
11 - 15 years	8	10.8
16 - 20 years	8	10.8
Less than 5 years	10	13.5
Over 20 years	19	25.7
6 - 10 years	29	39.2
Total	74	100

Source: Researcher, 2018

From Table 4.1, most employees who were interviewed (39.2 percent) had worked at the company for between 6 to 10 years. This was followed by 25.7 percent who had been at the company for over 20 years. Those who had worked for 11 to 15 years were 10.8 percent, same to those who worked between 16 to 20 years. Of those interviewed, 13.5

percent had only worked at Kenya Power for less than 5 years. This implied that the participants had a wider experience in the organization and were well placed to participate in the interview.

Table 4.2: Departmental Distribution

Department	Freq.	Percent
Supply Chain	1	1.4
HR and Administration	2	2.7
Finance	3	4.1
Business Strategy	3	4.1
ICT	5	6.8
Connectivity	9	12.2
Customer Service	22	29.7
Network Management	29	39.2
Total	74	100

Source: Researcher, 2018

Based on the study findings, a majority (39.2 percent) of respondents belonged to the Network Management and Infrastructure Development department. 29.7 per cent of the respondents came from the Customer Service department while 12.2 percent belonged to the Connectivity Department. Supply Chain department produced the least respondents (1.4 percent), see Table 4.2. The results also show that of all the 10 departments, only 8 department managed to participate in the study. This indicates that majority of the departments were participants and thus the data can be used to generalize the findings to the entire organization.

4.3 Leadership

Based on the findings as shown in Table 4.3, majority of the respondents agreed that the company's leadership was committed towards TQM implementation as indicated by the overall mean of 1.80 and standard deviation of 0.7522. Respondents agreed that top management participated in quality management programmes and that the management takes part at all stages and levels as indicated by the mean 1.64 and 1.69 and supported by a standard deviation of 0.67 and 0.98 respectively. Respondents also agreed that management provides a leadership role in quality initiatives and that the organization structure supports the vision and mission of Kenya Power as indicated by the mean of 1.70 and 1.43 and supported by a standard deviation of 0.89 and 0.61 respectively.

Table 4.3: Leadership

	N	Mean	Std Deviation
Top management influences the decisions on the quality of services in Kenya power.	74	0.95	0.5200
The Organizational structure supports the vision and mission of Kenya Power.	74	1.43	0.6100
Top management has the best interest of the organization quality implementation at heart	74	1.61	0.7800
Leadership/ management of KPLC is committed to quality management programmes.	74	1.64	0.1300
Top management participate in quality management programmes in the organization	74	1.64	0.6700
Management of Kenya Power takes part in all steps and levels in quality management programmes.	74	1.69	0.9800
Management at Kenya Power provides the leadership role in quality management initiatives.	74	1.70	0.8900
Critical resources required in service delivery programmes are made available.	74	2.05	0.9700
Strategic planning by management adversely affects Total Quality Management and service delivery.	74	3.49	1.2200
Average		1.80	0.7522

Source: Researcher, 2018

4.4 Training

From the findings in Table 4.4 respondents agreed that there exists a clear procedure of qualifying for specific training at Kenya power. This is supported by the average 2.4 and standard deviation of 1.3. Those that were interviewed approved that the organization is quality conscious about employees as indicated by the mean of 2.9 and standard deviation of 1.1. Moreover, the employees agreed that the training that they receive at the company equips them with understanding of TQM as is exhibited by the mean of 2.3 and standard deviation of 1.2. However, the respondents were indifferent whether there is involvement of employees in TQM programs. This implied that there is a great need for the leadership to communicate to the employees of the need of TQM in the organization.

Table 4.4: Training

	N	Mean	Std. Dev.
Training received by the employees at your company equips them with the understanding of Total Quality Management.	74	2.3	1.2000
There is a clear procedure of qualifying for specific training in Kenya power	74	2.4	1.3000
Total Quality Management help for improving the work efficiency of employees	74	2.4	1.2000
Employees are encouraged to participate in decision making in your organization.	74	2.5	1.2000
The organization is quality conscious toward employees.	74	2.9	1.1000
Employees are kept updated with changes in job skills & job designs to assist them to delight the customers.	74	3.1	1.2000
Employees are involved in Total Quality Management Programmes	74	3.2	1.1000
Average		2.69	1.1900

Source: Researcher, 2018

4.5 Organizational Culture

In terms of organizational culture, the findings indicate that on average the respondents agreed that organizational culture had an influence on service delivery. Results in Table 4.5 indicate that employees strongly agreed that there was an open-door policy at Kenya Power where management and employees can freely discuss problems and mistakes when they occur. This is supported by the mean of 1.92 and a standard deviation of 1.03. Similarly, the respondents concurred that other departments gave them the support they needed and deserved while executing their duties. The mean was 1.62 with a standard deviation of 1.03. The respondents also agreed that the organization structure at Kenya Power is flexible and that it supports TQM and quality service delivery. From the findings, it can be concluded that the organization practices clan culture where the members see themselves as one big family who are active and involved in the organization.

Table 4.5: Organizational Culture

	N	Mean	Std. Dev.
The tradition of how things have always been done and mindset towards change is shifting to Total Quality Management and its implementation.	74	1.60	1.0000
We receive support that is deserved from other departments to be able to execute our duties.	74	1.62	1.0300
Organizational culture at the Organization is flexible.	74	1.73	1.0800
To what extent does the existence of faction groups with different values and opinions have on Total Quality Management and its implementation	74	1.84	0.9800
Management and employees openly discuss problems and mistakes when they occur.	74	1.92	1.0300
Attitudes and beliefs of employees affect Total Quality Management and its implementation.	74	2.36	1.0500
I am ready to take the risk to achieve quality results.	74	2.39	1.03
Average		1.92	1.0300

Source: Researcher, 2018

4.6 Customer Focus

During the interview, respondents were asked question relating to organizational structure and customer focus. The results are presented in Table 4.6. It is evident from the results that the employees have great satisfaction with the level of service delivery to customers as indicated by a mean of 2.77 and a standard deviation of 1.03. Similarly, the respondent strongly agreed that the organizational values of Kenya Power places the customer first as supported by the mean of 2.14 and standard deviation of 1.06. The Kenya Power Company understands the current and future customer needs and have a measure of customer complaint as supported by the mean of 2.46 and 2.78 and standard deviation of 1.08 and 1.09 respectively.

Table 4.6: Customer Focus

	N	Mean	Std. Dev.
Organization values place the Customer First.	74	2.14	1.0600
Kenya power understands the current and future customer needs.	74	2.46	1.0900
TQM Adoption & implementation has led to improved quality of service	74	2.53	0.9900
TQM adoption & implementation has facilitated efficient access to services	74	2.64	1.0000
Management responds to customer complaints urgently and timely.	74	2.65	1.0800
There is great satisfaction with the level of service delivery to customers	74	2.77	1.0300
There is a measure of customer complaints in the organization.	74	2.78	1.0200
There is frequent communication to customers on issues faced in the organization that affects service delivery.	74	2.89	1.0800
Average		2.61	1.0400

Source: Researcher, 2018

4.7 Service Quality Reliability at Kenya Power

Table 4.7 shows the results for service quality reliability at the company. It is clear that most employees contended that service quality was highly reliable at the company. This claim is supported by mean of about 2 in all categories and standard deviation of about 1.5 across all categories. From the results, it can be concluded that the organization needs to improve on the accuracy and keeping of promises in its operations to improve on its reliability.

Table 4.7: Service quality reliability at Kenya Power

	N	Mean	Std. Dev.
There is interest in solving challenges faced by employees when delivering services.	74	1.72	1.0536
Management delivers on the promises.	74	1.91	1.1000
The Organization gets things done right at the first time.	74	1.99	1.1407
The Organization provides services as promised to the customers.	74	2.05	1.2014
The company insists on free error service delivery.	74	2.25	1.1985
Average		1.98	1.1400

Source: Researcher, 2018

4.8 Service Quality Responsiveness at Kenya Power

Table 4.8: Service quality responsiveness at Kenya Power

	N	Mean	Std. Dev.
As Kenya power employees we are always willing to help.	74	2.05	0.97126
As Kenya power employees we give prompt service.	74	2.12	0.9725
As Kenya power employees we are never too busy to respond to your requests internally.	74	2.17	1.02143
As Kenya power employees we tell exactly when services will be performed.	74	2.26	1.02622
Average		2.15	0.9979

Source: Researcher, 2018

Indicative results in Table 4.8 show that in terms of service quality responsiveness the company was doing slightly well. The rankings which run from a scale of 1 to 5 with 1 implying strongly agree and 5 strongly disagree, respondents were strongly in support of responsiveness of service quality at the company. All the categories for measuring this indicator had mean of 2.26, 2.12, 2.05, and 2.17 respectively and standard deviation of 1.03, 0.97, 0.97 and 1.02 respectively with an average mean of 2.15 and standard deviation of 0.99 supporting the conclusion that service delivery was responsive at the company. However for the data there is indifference on how exactly services can be offered despite the organization having a service charter, this indicates that there is need to improve on timelines of providing services to customers both internally and externally.

Table 4.9: Influence of TQM on Service Delivery

Variable	N	Mean	Std. Dev.
TQM has a positive influence on business operations at Kenya Power	74	1.30	0.46
TQM adoptions have eased working procedures	74	1.34	0.48
To what extent has Total Quality Management adoption at Kenya Power improved operations at the company?	74	2.39	0.76
Average		1.68	0.5777

Source: Researcher, 2018

Kenya Power employees indicated that they are greatly satisfied by the levels of service delivery in the institution. Research findings in Table 4.9 indicate that the respondents felt that TQM has positively influenced business operations at the company; the respondents also felt that TQM adoption by the company have eased working procedures and that TQM implementation has to a very great extent improved operation at the company. These are justified by the mean of 1.29, 1.34 and 2.39 respectively as well as the standard deviation of 0.46, 0.48 and 0.76 respectively.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter present the summary of findings and conclusions as well as recommendations from the study.

5.2 Summary

The Kenya Power Company plays crucial role in the Kenyan economy. Its size and performance have had a substantial effect, directly and indirectly on country's economic health. A competitive trend in business environment has forced management of firms and industries to strategize and ensure that services rendered to customers are of high quality with right specification. Customers are economic in nature and as a result they would like to derive better satisfaction on money spent. This led to the concept of total quality management (TQM) and effective service delivery by the Kenya Power Company. Where TQM is correctly managed it can result into achievement maximum service delivery as well as obtaining competitive advantage. TQM has been a main element of operations management practices receiving profound attention in the past decades. TQM implementation results to improved performance hence high productivity and customer satisfaction.

The main aim of this research was to investigate the implementation of TQM practices at Kenya Power Company and its effect on service delivery by the company. A questionnaire was used to collect the data used in this study from respondents, who were also employees of the Company. Data were analyzed using statistical techniques for mean,

percentages and standard deviations. The findings suggested that the Kenya Power Company practices TQM with the company's leadership committed toward its implementation. The study revealed that the management participates in quality management programs and makes available all resources necessary in executing quality service delivery. In terms of organizational culture, the study revealed that the Company operates an open-door policy where management and employees openly discuss issues regarding the firm and its improvement. It was also found that all the departments of the Company are integrated in such a manner that whatever one department needs from the other is usually availed on a timely fashion.

Majority of the respondents also agreed that the Company keenly supports development of employees through training and empowerment to enable them to delight the customer through provision of quality service. Evidence from the analysis also proved that employees involved actively in TQM programs. The respondents contended that TQM is critical in helping them improve their work efficiency.

The respondents who participated in the study strongly agreed that the Company places the customer first as it endeavors to provide quality services. It was revealed that the management promptly and swiftly attended to customer complaints and that a measure has been put in place to handle customer complaints in the organization the respondents contended that TQM adoption was supportive of customer focus in service delivery.

In terms of reliability of service quality, the study established that management delivers on its promises, the Company gets things done right at the first time and insists on free error service delivery. On service quality responsiveness, the study established that most

respondents strongly hold the position that employees offered services promptly to customers, employees are always available to attend to internal and external requests and are always ready and willing to help.

5.3 Conclusions

TQM in any company plays a vital role in ensuring efficient and effective service delivery and for successful functioning. From the findings it can be concluded that effective TQM yields improved performance and service delivery. There is need to put more emphasis on all TQM principle to ensure effective service delivery by organizations. Evidence has shown the role of existing TQM structures in enhancing service delivery and performance of the organization. In this regard therefore, management is required to be responsive to customer complaints, effective customer service delivery, effective communication which have impact on customer satisfaction.

Subordinates hold the position that the firms should understand the current and future needs of customers; they are in agreement that quality management practices leads to improved business performance and customer satisfaction results also show that use of management support and involvement in TQM programs and activities is necessary to enhance service delivery.

There is however need for the organization to improve further on its reliability and responsiveness. This can be done by benchmarking with other organizations beyond Kenya that offer the same services and come up with a model to apply principles of reliability. The focus should be on how best to prevent failure and break downs in operations, working out ways of mitigating the failures and eliminating processes that are not really necessary

for satisfaction of the customers. This will enable the organization to meet the customers' needs as expected and continuously improve in its operations in the organization.

5.4 Recommendations

The Kenya Power Company should not give up on the implementation of TQM because it is costly or for any other reasons. There is a great need for the organization to create awareness on TQM and its benefits in the organization. The organization should consider adopting the adhocracy culture and encourage innovations and ideas for better performance and doing things differently to meet the needs of the customers. All the other energy sector firms that are not using this technique in the country should implement it because it brings better performance, enhanced service delivery and customer satisfaction. All these result in growth, more profitability and enhance performance. Management should commit itself to TQM program totally when it is planned and implemented. It should always communicate the program effects to the entire members of the organization by informing them its importance, because they are the ones to carry it out for the Company. Employees need to be well trained consistently in line with their day to day work and general awareness of what other departments do to ensure that they all work as a team and understand the need of doing what they do in the right way because technology is continuously changing. Finally, the organization needs to encourage the culture of doing things accurately, and encourage employees to keep helping and providing timely services both internal and external customers to enhance reliability and responsiveness of services hence offering quality services. I recommend that the organization should consider training qualified staffs on reliability engineering to assist it in identifying and managing business operations reliability risks.

5.5 Limitations and Areas for Further Research

The research focused on implementation of TQM at Kenya power, there is still room to study the organization changes before and after its implementation of TQM to further understand the impact of TQM in the organization. The study also focused on two quality service delivery dimensions, it left out tangibles, empathy and assurance as measures of quality service whose study would be of benefit in future.

The research design adopted a case study where the descriptive information provided by the respondents gives room for important details to be left out and locks out other companies within the energy industry, thus there was no room for comparison across the industry. This study was also mainly descriptive in nature thereby making use of employee perceptions

For further research, there is need to adopt a comparative analysis study and determine the driving forces of TQM that leads to improved service delivery and customer satisfaction across firms both in the public and private sector. Such comparison may also bring out the differences in execution of TQM in private and public companies. There is a room to conduct a more robust TQM study based on models of regression.

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Appendix 1: Research Questionnaire

Dear respondent, this questionnaire is meant to collect data for a research paper on Implementation of Total Quality Management and service delivery. You have been chosen as one of the respondents for this research. I, therefore, humbly request for your assistance and cooperation in responding to the questions attached herewith. Honest and exhaustive filling of the questionnaire was of much help for the accuracy of the data. The information given was treated with utmost confidentiality and used only for the purpose of the study. Looking forward for your response and cooperation.

Thank you.

SECTION A: BACKGROUND INFORMATION

Instruction: Please fill in the spaces provided or tick inside the boxes as appropriate

1. How many years have you worked in the organization?

< 5 years [] 6 – 10 years []
11 – 15 years [] 16 – 20 years [] Over 20 years []

3. Department

Finance	[]
Supply chain	[]
Customer service	[]
Network management and Infrastructure development	[]
Connectivity	[]
Street lighting	[]
Audit	[]
Human Resource & Administration	[]
Information Communication Technology	[]
Business Strategy	[]

SECTION B: CONSTRAINTS TO IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT

Instruction: Please fill in the spaces provided or tick inside the boxes as appropriate.

PART I: LEADERSHIP

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

Statement on Leadership and Organizational Structure	1	2	3	4	5
Top management has the best interest of the organization quality implementation at heart					
Leadership/ management of KPLC is committed to quality management programmes.					
Strategic planning by management adversely affects Total Quality Management and service delivery.					
Critical resources required in service delivery programmes are made available.					
Top management participate in quality management programmes in the organization					
The Organizational structure supports the vision and mission of Kenya Power.					
Management of Kenya Power takes part in all steps and levels in quality management programmes.					
Management at Kenya Power provides the leadership role in quality management initiatives.					
Top management influences the decisions on the quality of services in Kenya power.					

What types of relationship are you having with your superiors?

Good [] Bad []

If bad then why it is so?

They are not cooperating []

Their behaviour is not good []

There is no proper communication []

All above []

PART II: TRAINING

The following questions and statements relate to Employees Training and Development. Kindly fill in the blank spaces or tick as appropriate. **Using the key (Where: 1-Strongly agree; 2 –Agree; 3 – Indifferent; 4 – Disagree; 5 – Strongly disagree)**

Statement on employee empowerment, involvement & training	1	2	3	4	5
There is a clear procedure of qualifying for specific training in Kenya power					
Employees are kept updated with changes in job skills & job designs to assist them to delight the customers.					
The organization is quality conscious toward employees.					
Employees are involved in Total Quality Management Programmes					
Employees are encouraged to participate in decision making in your organization.					
Training received by the employees at your company equips them with the understanding of Total Quality Management.					
Total Quality Management help for improving the work efficiency of employees					

Have you been trained and involved in any quality management programmes in the organization a) Yes [] b) No []

If yes kindly specify

.....

Have you been trained in quality management? a) Yes [] b) No []

If yes where were you trained on quality management?

a) At current company[] b) Elsewhere []

Are employees involved in quality management initiatives?

a) Yes [] b) No []

PART III: ORGANIZATIONAL CULTURE

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

Statement on Organizational Culture	1	2	3	4	5
Management and employees openly discuss problems and mistakes when they occur					
I am ready to take the risk to achieve quality results.					
We receive support that is deserved by other departments to be able to execute your duties.					
To what extent does the existence of faction groups with different values and opinions have on Total Quality Management and its implementation					
The tradition of how things have always been done and mindset towards change is shifting to Total Quality Management and its implementation.					
Attitudes and beliefs of employees affect Total Quality Management and its implementation.					
Organizational culture at the Organization is flexible.					

PART IV: CUSTOMER FOCUS

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

Statement on service delivery	1	2	3	4	5
There is great satisfaction with the level of service delivery to customers					
Organization values place the Customer First.					
TQM Adoption & implementation has led to improved quality of service					
TQM adoption & implementation has facilitated efficient access to services					
Management responds to customer complaints urgently and timely.					
Kenya power understands the current and future customer needs.					
There is a measure of customer complaints in the organization.					
There is frequent communication to customers on issues faced in the organization that affects service delivery.					

What is your view on the influence of Total Quality Management implementation on service delivery?

TQM has a positive influence on business operations at Kenya Power
 Yes [] No []

TQM adoptions have eased working procedures Yes [] No []

To what extent has Total Quality Management adoption at Kenya Power improved operations at the company?

- Very great extent []
- Great extent []
- Moderate extent []
- Low extent []

SECTION C: QUALITY SERVICE DELIVERY

The following set of statements related to your feelings about Kenya power as an employee. For each statement, please show the degree to which you believe Kenya power has the feature described by the statement. Once again fill in the blank spaces or tick as appropriate. **Using the key (Where: 1-Strongly agree; 2 –Agree; 3 – Indifferent; 4 – Disagree; 5 – Strongly disagree).** There are no right or wrong answers - all we are interested in is a number that best shows your perceptions about the organization.

Statement on Kenya Power Service Quality Reliability	1	2	3	4	5
Management delivers on the promises.					
There is interest in solving challenges faced by employees when delivering services.					
The Organization gets things done right at the first time.					
The Organization provides services as promised to the customers.					
The company insists on free error service delivery.					

Statement on Kenya Power Quality Responsiveness	1	2	3	4	5
Employees tell exactly when services will be performed.					
Employees give prompt services.					
Employees are always willing to help.					
Employees are never too busy to respond to your requests.					

THANK YOU