

**TOTAL QUALITY MANAGEMENT AND OPERATIONAL PERFORMANCE OF  
UNITED NATIONS AGENCIES BASED IN NAIROBI KENYA**

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**DECLARATION**

This research project is my original work and it has not been submitted to any other university for award of any degree.



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## **DEDICATION**

I dedicate this work to my family for their prayers and support.

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## **ABBREVIATIONS**

**NGOs:** Non-government Organizations

**RBV:** Resource-Based View

**SDGs:** Sustainable Development Goals

**SG:** Secretary General

**SPSS:** Statistical Package for Social Sciences

**TQM:** Total Quality Management

**UN:** United Nations

**UNEP:** United Nations Environmental Program

**UN-Habitat:** United Nations Human Settlement Programme

**UNON:** United Nations Office in Nairobi

## ABSTRACT

Total Quality Management is a fundamental tool of management that enables modern-day organizational leaders to utilize strategic composites of management to run the business into success. It enables managers to enhance the quality of the products or services by integrating key processes that improve the customer service, employee engagement and the commitment of organizational leadership towards the goals of the company. Organizations such as United Nations Office in Nairobi (UNON) require tools such as the Total Quality Management in order to ensure operational performance is attained. The quality, reliability, effectiveness, dependability and efficiency of the services that the organization offers can be attained by utilizing the key components of Total Quality Management. The study therefore sought to establish the influence of Total Quality Management on the operational performance of United Nations Agencies in Nairobi. While there are other components of Total Quality Management, this study focused on the main four components that have been applauded by previous studies to be integral in the effectiveness of TQM. These components are leadership competency, employee involvement, customer focus and continuous improvement. The study was anchored on Deming theory of Total Quality Management, the Resource-Based view theory, and the stakeholder theory. A descriptive research design was used to guide the study on data collection and analyse the data. The 25 UN agencies in Nairobi were targeted where a representative was picked from each of the agencies. The data for the study was collected using a self-administered questionnaire comprising of Likert's scale questions. The collected data was analyzed using descriptive and inferential statistics. The findings revealed that Total Quality Management was an instrumental driver for operational performance of the UN agencies in Nairobi. The findings revealed that leadership competency ( $\beta = 0.243$ ;  $P = 0.032 < 0.05$ ), employee involvement ( $\beta = 0.273$ ;  $P = 0.006 < 0.05$ ), customer focus ( $\beta = 0.349$ ;  $P = 0.000 < 0.05$ ), and continuous improvement ( $\beta = 0.167$ ;  $P = 0.007 < 0.05$ ) had a significant and positive influence on the operational performance of the UN agencies in Nairobi. The study concluded that the operational performance of the UN agencies in Nairobi was significantly influenced by leadership competency, employee involvement, customer focus and continuous improvement. It is therefore recommended that the management of the UN agencies in Nairobi embraces leadership competency, employee involvement, customer focus and continuous improvement in order to enhance their operational performance.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Total Quality Management (TQM) has in the recent past gained eminence in the field of management and research across the globe. Recent literature has shown the Total Quality Management (TQM) is one of the essential tools of management that are instrumental in enhancing the success of modern organizations. According to Al-Damen (2017), TQM is a management framework that upholds the need for satisfying the needs of key stakeholders in an organization, who include the customers, employees and the shareholders. As a framework, TQM provides all the essential components that the organizational management ought to focus on in order to streamline their operations towards their strategic goals. Embracing TQM has seen the modern managers have an easier time in running their organizations successfully, since it provides the essential towards for strategically steering the business into success.

As a philosophy of modern-day business management, TQM has been embraced to enhance the way organizations operate and strengthen their capability to compete with their peers (Sweis, Ismaeil, Obeidat, & Kanaan, 2019). As the authors contemplate, TQM emphasizes on enhancing quality of how things are done in an organization. This quality is basically the defining characteristics in a product or service that satisfy the needs of the customers, thus they ought to be enhanced if the organization intends to have a superior performance (Fitriani, 2019). TQM enables organizational management to identify with the customers, the employees and the shareholders, and ensure that their interests are met (Mang'eli & Kilika, 2018). Embracing TQM therefore means that the organization is ready to face the volatile operating environment to steer competitiveness and better the operational performance.

Established in 1996, the United Nations Office in Nairobi (UNON) has been integral in Kenya's socio-economic growth and development. UNON has immensely contributed to the sustainable development and has seen Kenya rapidly transform to be one of the champions for sustainable practices both economically and socially. The achievements by the UNON have been realized as a result of strong internal and external operations (Mulwa, 2015).

The UNON's operational setup has been focused on five key fundamentals which include speed, cost, dependability, flexibility and quality (Kaydos, 2020). Successful implementation of total

quality management would achieve this effectiveness, thus making it easier for the organization to achieve its goals and objectives (Oakland, Oakland & Turner, 2020). It would enhance the flow of processes and streamline how the internal operations are done for effectiveness and appropriate use of resources. UNON has the mandate of ensuring that its mandates are effectively delivered, with enhanced satisfaction of the target users. To this effect, therefore, embrace of TQM would be an essential move to streamline the commitment of the UNON's workforce towards achieving a stronger operational performance.

This study is anchored on Deming theory of total quality management, the Resources-Based View (RBV) theory and the stakeholder theory. These are essential theories that expound on the need for TQM in enhancing operational performance. The Deming theory by Deming (1982) expounds on the TQM and why it is necessary in an organization for continued performance. The Resource-Based View theory by Barney (1991) points out to the need for unique resources that stir organizational performance and competitiveness.

This is the uniqueness of leadership competency, the focus on customers, and engagement of the workforce as the key components of total quality management. The stakeholder theory by Freeman (1984) upholds on the need for involvement of key stakeholders such as the employees, the customers and other stakeholders for continued effectiveness in internal operations and operational performance. These theories extensively illustrate on the essence of TQM in promoting operational performance.

### **1.1.1 Total Quality Management**

In the modern business World where organizations are striving to strategically align their internal processes for better performance, Total Quality Management stands to be an integral driver to these efforts. According to Sadikoglu and Olcay (2014), TQM is emerging as an essential aspect in organizations that brings on board every member of the organization to combine their efforts and make individual and collective improvements towards achieving superior performance.

Sadikoglu and Olcay consider TQM as a strategic management tool that outlines the framework of improvement through adoption and implementation of varied strategies that seek to enhance the effectiveness, flexibility and efficiency of operations within the organization. These operations are meant to achieve higher customer satisfaction, through which organizational competitiveness and performance are enhanced.

Saffar and Obeidat (2020) analyze the embrace of TQM by European organizations and indicate that TQM is quality and improvement-based where key principles such as continuous improvement, focus on customers and increased communication and employee involvement are core. Saffar and Obeidat also describe TQM as a process where the management plays only the lead position but ensures that the employees in the organization make improvements in areas such as decision making, commitment to organizational goals and their creativity towards problem solving. Bajaj, Garg, and Sethi (2018) focuses on implementation of TQM in Canadian organizations and indicates that its use has been instrumental in improvement quality of service delivery due to its unique emphasize of individual and collective improvement from all corners of the organization.

Alhamd and Yahya (2021) view TQM through the lenses of a comprehensive and structured system in which the strategic leaders in an organization are committed to make any changes and improvements to the services/products, based on the customers' feedback and reviews. Alhamd and Yahya consider total quality management practice in terms of customer satisfaction, participatory management and results orientation.

Senarath, Gunarathne, and Fernando (2020) allude that continuous commitment to TQM implementation positively influences the firm performance by always upholding the needs and expectations of the customers, thus improving the internal processes to match the expectations. According to Busu (2019), effective embrace and implementation of TQM is strongly associated with enhanced quality of products/services, time efficiency and reduction of operational costs. TQM is also significant in enhancing the ability of the organization to be innovative, enhance the satisfaction of their customers and retain a more satisfied workforce.

According to Aziz and Morita (2016), TQM fundamentally ought to be focused on the principle of organizations upholding the needs of their employees and their customers through engaging the employees and focusing on the customers. The management also ought to continually make significant improvements through adequate research and development that generate new ideas on how best the needs of the customers can be met, and the best way to meet such needs without affecting the needs of the other stakeholders (Kumar & Shanmuganathan, 2019).

Through a well-evaluated framework of TQM, it means that the desires and specifications of the customers are customized into the goals of the organizations. To achieve these goals, the organization through the management embarks on a mission to make internal improvements that touches on all the internal stakeholders (management, employees, and shareholders) of the organization. UNON serves a wide range of people across the country targeting on key activities such as sustainable development, environmental conservation, eradication of hunger, settlement of the refugees, pests and diseases control among others.

The targeted recipients/beneficiaries to these services and programmes are the UNON customers, and it is the duty of UNON to enhance their satisfaction. Through TQM, their satisfaction would be achieved by incorporating the preferences and needs to the decision-making process and improving internal systems to ensure they are able to deliver the customer needs and expectations.

### **1.1.2 Operational Performance**

Maximizing on operational performance would imply that the organization is optimizing the available processes internally and incorporating the human skills and competencies to enhance efficiency, effectiveness and customer satisfaction. Based on the definition of TQM (commitment and inclusion of every workforce in the organization to meet the needs and expectations of every stakeholder through enhancing quality and at a minimal cost), it can be deduced that operational performance would be achieved through total quality management (Zakiah & Nurazwa, 2020).

Anil (2019) alludes that operational performance incorporates the capability of an institution/organization cut-down its costs of management, minimize the time used in running-down key internal processes and obtaining good quality inputs for the operations and processes. Operational performance requires an operational execution, which is process of categorizing the level of effectiveness that the internal organizational activities have to meet.

Through operational performance, effectiveness in the organization is met, and this as expounded by van Kemenade and Hardjono (2018) is the degree to which the organization meets the needs of the customers through consistence application of the firms' assets.

According Rompho (2018) defines operational performance as the effectiveness, efficiency, reliability and consistency of the internal processes in an organization towards meeting the needs

and expectations of the customers. It is the ability of an organization to streamline its internal process and align them towards meeting the set goals and objectives. According to da Silva, Neto, Correia, and Tucci (2021), an organization will have superior operational performance when there are fewer complaints from the customers, the lead-times and service waiting times are reduced over time, and the quality of services/products compare with the specifications and expectations of the customers.

Yadav et al. (2019) expound that operational performance is a set of factors that can measure and assess the effectiveness of the internal processes in an organization. Operational performance postulates the efficiency in meeting customer needs, the level of employee satisfaction with their work and how they are treated, the ability to deliver the desired quality and quantity, and do so timely (Ramlawati & Putra, 2018). Operational performance is therefore the reliability and consistency of the internal processes in delivering the desired output that satisfies all the stakeholders.

Ramlawati and Putra (2018) while assessing the effectiveness of operational performance, defined the latter as the expected changes in costs, time-cycles, satisfaction of target consumers and efficiency of the entire internal system of an organization. According to Musenze and Thomas (2020), the level of operational performance is subject to the time used in delivering service or a product, the costs incurred in the entire process, and the final quality achieved after the final process. It is expected that the product or service will lead to enhanced satisfaction among the targeted users, and this will determine the extent to which operational performance has been achieved.

An assessment on TQM and operational performance by Ogbeide and Ejechi (2016) in Nigeria established that operational performance was considered in terms of how best the internal processes of the organization supported their efforts to meet the customer needs. Kurupparachchi and Perera (2010) on the other hand evaluated operational performance in terms of the skills and competencies, the structures and systems, culture and management support, which he termed as the main pillars of a stable organizational operational performance.

Operational performance implies that the organization is well streamlined in terms of using what is at their disposal to achieve their goals, among them being client satisfaction, quality enhancement and timely delivery of services. Rucha and Ogollah (2021) address operational



performance in terms of service cycles, the flexibility of the operations and cost of the internal operations. They agree that managing the costs of internal organizational operations leads to superior operational performance. The ability of the United Nations Office in Nairobi (UNON) to effectively achieve its mandates would highly be influenced by its ability to align and manage the costs of internal processes.

### **1.1.3 The United Nations Office in Nairobi**

The United Nations Office in Nairobi (UNON) is an umbrella of the United Nations (UN) Africa headquarters, the United Nations Environmental Program (UNEP), the United Nations Human Settlement Programme (UN-Habitat) and other 23 UN agencies. The organization has played a significant role in promoting Kenya's economic growth and development. It has actively promoted the achievement of the Sustainable Development Goals (SDGs) in Kenya, by supporting and initiating key programmes on the goals.

While Kenya joined the United Nations in 1963 shortly before independence, UNON was established in 1996. UNON carries out the mandate of UN secretary general and represents the UN in Kenya and Africa at large, and it is headed by a Director-General, who is under the Secretary-General. The office deals with UN permanent missions in the region for both the host-country and other governments and Non-government Organizations (NGOs) and also streamlines and enhances the cooperation between the UN and the regional organizations.

The UN through UNON has been undertaking over 847 activities across the country, most of which include support to the local communities and helping the government deliver key services to the people. UNON's activities in the country have seen rapid socio-economic transformation of the communities and speedy sustainable development in the country. Through the agencies under the UNON, there has been extensive cooperation between the regional organizations and the UN, and this has helped improve many sectors such as health, agriculture and environmental conservation. Through its mission across the county, UNON has been instrumental in helping many vulnerable communities in the country by feeding the famine-struck communities, offering healthcare services, creating awareness and supporting the SDGs in the country.

Similar to other organizations, the UN agencies in Nairobi have been facing challenges in regard to operational performance. While the agencies are meant to ensure quality of services to their target customers, this has not been achieved satisfactorily. Other agencies whose mandate is to

promote the social development by focusing on activities such as women empowerment and human rights have not effectively achieved their mandates. This is evidenced by continued prevalence of poverty and Gender-based violence against women and other social injustices. The timeliness, efficiency and dependability of the services rendered by the UN agencies in the country have also not been achieved effectively as there are still complaints among customers. It therefore becomes imperative to establish how Total Quality management can enhance the operational performance of the UN agencies in Nairobi.

## **1.2 Research Problem**

Total Quality Management (TQM) is integral in modern organizations due to its ability to enhance operational performance by integrating key aspects in management that drive organizational success. Through TQM, organizations put up essential strategic measures to bring together all the staff members and have them make individual commitments and improvements towards meeting the customer needs (Alanazi, 2020; Chauke, Edoun, & Mbohwa, 2019).

These improvements focus on major principles which include focus on customers, enhanced communication, employee involvement, continuous improvement and the competency of the organizational leadership. As a result of the internal alignment and quality improvements through TQM, organizations develop more robust internal operations which are effective and efficiently run to meet the needs and expectations of the customers (Tortorella et al., 2019). The ability to have efficient, effective and low-cost internal operations that enhance the satisfaction of the customers through meeting their needs and providing high quality services is equivalent to operational performance.

The United Nations Office in Nairobi (UNON) aims at achieving its mandates and meeting the set goals and objectives in a more effective, and efficient manner. This would imply that the quality of the services would be enhanced, and this would lead to enhanced client satisfaction. By UNON achieving the operational performance would imply that more mandates and goals are achieved, while the satisfaction of the targeted communities and individuals is enhanced. The 25 agencies housed at the UNON are essential in integrating Kenya to the rest of the World, and extensively promote socio-economic and political prosperity of the country (Umami, 2020). An effectively performing UNON would imply that the agencies effectively discharge their mandates and positively contribute to the country's prosperity.

Previous studies have established that TQM plays a significant role in enhancing the operational performance in organizations. Internationally, Psomas and Jaca (2016) and Pambreni, Khatibi, Azam, and Tham (2019) assessed the impact of TQM and noted that despite its immense role in enhancing the effectiveness and efficiency of service delivery, TQM was not adequately utilized in the service industry as compared to the manufacturing industry. Jimoh, Oyewobi, Isa, and Waziri (2019); Daku (2019); Abbas, Phan, and Matsui (2020) analysed the role of Total Quality Management on organizational performance and established that the enhanced quality achieved through embrace of fundamental TQM practices such as leadership commitment, employee participation and continuous improvement significantly influenced organizational performance. In Kenya, studies have found Total Quality Management (TQM) to be an essential strategic management approach that ensures organizational competitiveness and continued performance (Wagara, 2018; Kiprotich, Njuguna, & Kilika, 2018). According to Khan, Mirza, and Khushnood (2020), most of the available studies on TQM focus on manufacturing industry leaving out the fact that service industry also requires the aspects in the TQM for its success and continued performance.

The United Nations Office in Nairobi (UNON) has been focused to ensure sustainable development and continuous support to the local communities. Adoption of TQM would therefore be integral in enabling UNON understand the needs and expectations of the communities and establish key strategies to meet those needs. The reviewed studies have utilized varied aspects of TQM, and there lacks any specification on which TQM practices are applicable to service industry and organizations in the caliber of UNON.

While operational performance has been portrayed as the ability to effectively, efficiently and reliably meet the customer needs and expectations, there has been limited empirical evidence on how this can be apprehended in the context of a not-for-profit entity like the UNON. Moreover, some of the empirical studies have not established whether TQM has positive or negative impact of performance, thus leaving a conceptual gap. The current study, therefore sought to assess the role played by Total Quality Management on the operational performance of the United Nations Office in Nairobi, Kenya. This was specifically, achieved by answering the following research questions:

- i. To what extent has Total Quality Management been embraced by the United Nations Office in Nairobi?
- ii. What is the effect of Total Quality Management practices on operational performance in the United Nations Office in Nairobi?

### **1.3 Research Objectives**

The general aim of this study was to assess how Total Quality Management (TQM) influences the operational performance of United Nations Office in Nairobi (UNON), Kenya. Specifically, the study was guided by the following objectives:

- i. To determine the extent to which Total Quality Management has been embraced in the United Nations Office in Nairobi
- ii. To determine the effect of Total Quality Management practices on the operational performance in the United Nations Office in Nairobi.

### **1.4 Value of the Study**

The study findings will be beneficial to the management and key decision makers in the United Nations Office in Nairobi (UNON) through which they will be informed on the need to embrace TQM to enhance operational performance. The findings will point out to the key TQM practices that are essential to UNON, thus clarifying on the TQM framework to focus on in the context of UNON. The management of the UNON can through the findings identify ways through which they can utilize total quality management elements to stir operational performance of the agencies.

The findings will also be significant to the practitioners and managers in other organizations. The practitioners and managers will through the findings understand the need for TQM in enhancing operational performance, which eventually translates to organizational performance. The managers can also identify key elements of total quality management that they can uphold to enhance the performance of their organizations.

The findings will also be significant to the policy makers who will be informed on the usefulness of TQM, thus formulating policies that encompass on the adoption of TQM in different organizations. Through the findings, a more informed ground on why total quality management should be upheld in modern organizations will be provided. Therefore, the policy makes can

incorporate TQM elements when deriving policies particularly on the public institutions and organizations.

The study will also contribute to the academic world by bridging the existing gap on the role of TQM on operational performance. Future researchers and academicians will therefore borrow a leaf from the study on how TQM influence operational performance. The researchers can also identify gaps left in the study and seek to fill them while being informed by the findings from this study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter reviews relevant literature on total quality management and operational performance. The chapter develops theoretical framework that expounds on the concept of total quality management and how it enhances operational performance. The chapter also captures the review of empirical literature which highlights the views of other researchers on the role of total quality management on operational performance. A conceptual framework is also captured in the chapter to point out on the variables under the study.

### **2.2 Theoretical Framework**

This section highlights the theoretical underpinning of the study. The theories informing the study are herein discussed and they include: the Deming theory of TQM, Resource-Based View (RBV) theory, and the stakeholder theory.

#### **2.2.1 Deming Theory of Total Quality Management**

The Deming theory of total quality management has been extensively used to expound on the need for quality enhancement as a way of promoting performance and effectiveness (Deming, 1986). Proposed by Deming (1982), the theory considers quality of products as a key determinant of how best an organization performs, in that it attracts customers and enhances their retention thus enabling the organization to remain competitive.

The theory has upheld the role of TQM in organizational success, by promoting the argument that quality saves on organizational costs in that it leads to lesser mistakes, fewer defections, lesser delays and effective use of resources with less wastage. According to Deming, there is need for the employees to work closely with the management to promote the quality of the organizational output. This ensures a more collective and sustainable performance in the organization.

Anderson, Rungtusanatham, and Schroeder (2014) elaborate on the fourteen-points scale given by Deming by alluding that the points emphasize on a constant improvement of quality, adoption on new philosophies in the organizational operations and creating a system-like interaction between the firm leadership and the workforce of the organization. These aspects ensure that the TQM is aligned towards promoting internal efficiency, effectiveness and collaboration, which is essential for promoting organizational performance. Hendricks and Singhal (1996) on the other hand

considers the Deming's theory to be aligned in the way organizations eliminate processes that add little value to the quality of the desired output and bring on board people and processes that are likely to enhance quality.

The application of the theory in the TQM shows how organizations can embrace their internal processes to stir operational performance by systemizing the employees, processes and the management to focus on a unified strategic direction. The United Nations Office in Nairobi require a more elaborate, systematic and well-framed framework that brings on board the employee and the management towards achieving the set goals. This makes the theory an essential basis to anchor the theoretical framework.

### **2.2.2 Resource-Based View**

The Resource-Based View (RBV) was developed by Penrose (1959) and advanced by Barney (1991) as a basis for the competitive advantage of organizations. The RBV theory focuses on the need for organizations to remain competitive and record superior performance, thus highlights the fundamental resources that the organizations should uphold in order to achieve this goal (Armstrong & Taylor, 2014). The theory upholds human resources are the essential resources that contribute to organization competitiveness. These are the skills and competences possessed by the employees in an organization.

RBV theory upholds that the uniqueness of the resources possessed by an organization play an integral role in determining the success of the organization. The goal of every organization is to be competitive and do so by outshining its competitors. To achieve this, having unique inputs in their disposal is integral (Dunkelberg et al., 2013). These unique resources/inputs are in many forms, but one of the essential forms of these resources is the collection of skills and competencies that an organization has ((Kraaijenbrink et al., 2010). These resources are not easily imitable; hence they can be essential in promoting the organizational competitiveness. Resources such as machinery and IT hardware can easily be accessed by the competitors, and thus they may not be unique in promoting competitiveness. However, for the skills and competences, are unique in every individual, hence they may not be replicated.

According to Barney (1991), innovatively utilizing the employee skills through training and engaging them is an essential move to steer their contribution to the organization's effectiveness. Barney and Clark (2007) noted that employees are essential drivers of organizational success,

based on their ability to implement key organizational strategies for effectiveness. Their role therefore can be a source of operational performance and increased effectiveness, thus the need for continuous training and motivation to have them more committed to the organizational goals and objectives. According to Wernerfelt (1984), resources are the oil that an organization survives on, and unless they are properly managed, the organization may not be there. Alavi and Leidner (2001) consider organizational processes that bring the management together with the employees as essential in promoting firm performance. Once the employees are brought closer to the management, their effectiveness is enhanced, and this positively contributes to superior performance. Organizations require key inputs to enhance their effectiveness and efficiency. These inputs would be in form of a strategy, way of doing things or a change in structures and frameworks (Anil, 2019).

The TQM is a major framework that is likely to enhance organizational performance by aligning the human resource management aspects (employee involvement and leadership competency) and integrating continuous improvement and customer focus for a more competitive organization (Greasley, 2008; Khan et al., 2020). These aspects align to the arguments of RBV that the resources that are essential for an organizational competitiveness are those that enhance the uniqueness in the internal operations, and this is what is upheld by TQM.

The RBV theory is therefore adopted in this study to help expound on key resources and inputs that TQM brings on board to enhance organizational effectiveness and performance. Through focus on the unique resources, the organization becomes capable of implementing the TQM aspects, thus enhancing their success. The RBV theory will enable the study to bring out the need for effective leadership and continuous improvement as essential and unique prospects of enhancing operational performance. Moreover, the theory will enable the research to establish other major resources that UNON requires to implement TQM for better operational performance.

### **2.2.3 Stakeholder Theory**

Stakeholder theory was the original thought of Freeman (1984). The theory has been instrumental in describing the role of stakeholders in organization's success. The stakeholders are individuals or entities who in one way or another are affected by the decisions that are made in an organization. These parties are crucial in defining what is best for the organization and what is not good, thus their role is immense in contributing to the organizational success. Identify the key stakeholders,



engaging them and finding ways to bring them closer to the organization are essential processes that the management ought to uphold.

The theory strongly recommends the engagement, involvement and continuous communication with stakeholders in order to bring them closer to the organization (Gill, 2011). The stakeholders in an organization have an interest in the organization, whether knowingly or unknowingly, hence their role cannot be overlooked. It is upon the duty of the management to ensure they are brought together, engaged and influenced to support the organization goals and objectives (Mansuri & Rao, 2004). Once a stakeholder is comfortable with the organizational process, they are most likely to support such processes, and this will render more success than when the stakeholders are not supporting such process (Foster & Jonker, 2003). According to Karl (2007), it is the duty of the management to establish with stakeholders is prioritized and those that have the greatest impact on the organization, thus focusing on the more prioritized stakeholders. Employees, customers, the government and general public are all stakeholders that require to be engaged and their opinions sought, since the actions by the organization could affect them (Patton, 2008).

Customer focus and employee involvement are among the main principles of TQM that have been found to significantly determine the effectiveness of TQM towards enhancing firm performance. According to Kolk and Pinkse (2007), customers and employees are among the major stakeholders that play an essential role in determining the success of the organization. Their effective involvement and consultation in organizational matters, therefore, play an essential role in enhancing firm performance as indicated in the stakeholder theory (Freeman et al., 2010; Oakley, 2011).

In the context of this study, the stakeholder theory was utilized to expound on the role of TQM in enhancing operational performance through customer focus and employee involvement. The customers and employees are key stakeholders in an organization that should be involved. Seeking their opinions and engaging them regularly on organizational matters enhances the ability of the organization to understand their needs, thus set strategies to meet them.

### **2.3 Dimensions of Total Quality Management**

Total quality management is considered as a major tool of management that provides the way of running organizations and strengthening the internal processes to deliver to the expectations of the stakeholders (Zaiter et al., 2021). As a management philosophy, TQM upholds the embrace of

activities that enable the organization to successfully satisfy the customers and the community. It also ensures that the organizational goals in an efficient manner that is less costly and less time consuming (Sahoo, 2019). This is achieved through the maximization of all capabilities and potentials possessed by the employees as they seek continuous improvement in their day to day mandate. Total Quality Management is addressed in eight key dimensions which include employee engagement and involvement, customer focus, continuous improvement, leadership competency, strategic approach, communication, effective decision making, and process centred (Pradhan & Jena, 2017). For the purpose of this study, emphasis will be laid on four major dimensions of TQM which previous studies have found to be essential in enhancing firms' operational performance (Saffar & Obeidat, 2020; Gözükar, Çolakoğlu & Şimşek, 2019; Wei et al., 2019). These dimensions are leadership competency, customer focus, employee involvement and continuous improvement.

Leadership competency is the set of underlying characteristics that a leader possesses that lead to achievement of superior organizational performance. Leader's competency is described as the mixture of skills and competencies that an organizational management possesses (Bhardwaj, 2013). The skills and knowledge determine the ability of one to make sound decisions and streamline the organizational processes into success. TQM is built up of the leadership competency as one of the components since an organization requires a leader, and not just a leader, but a committed and competent leader. A competent leader know what to do and when to consult and will ensure that the organization is set on a strategic direction, through which the organizational goals are met (Bouranta et al., 2019). Leadership competency is therefore a collection of skills, capabilities and knowledge that a leader ought to have in order to run an organization into success. A competent leader is innovative, leads by example, and has the charisma to influence followership among the employees or team members that he or she leads, thus being more capable of obtaining the intended results (Chiguvu, 2016). Leadership competency is also the internal traits of a leader that are either learnt or practiced, thus describing the extent to which the leader is results-oriented and committed to drive the organization into success.

Employee involvement as according to Van Assen (2021) is process of seeking, assessing and utilizing the views of the employees in making decisions in regard to the organizational matters especially those that affect them. The employees are integral in the internal processes of an organization; thus their views and opinions are instrumental in shaping the success of an

organization Armstrong (2009) allude that the underlying issue that affects employee productivity and commitment to organizational goals are low engagement. Armstrong indicates that if the workforce is allowed to understand its mandate and derive the best way they can do their assignments, their commitment and performance would more vivid in the organization. In the case of TQM, the workforce is part of the organization, and their opinions are of importance if the organization intends to have any meaningful results at the end of the day. Jimoh et al. (2019) indicate that employee engagement in the context of TQM is concerned with communication and involvement, where key information regarding any upcoming decisions is shared to the employees and their opinions sought before the decision is made. The goal is to have a place where the management and the employees can share ideas, and freely engage on how to do things in a better way for continued success (Sadikoglu & Olcay, 2014). This helps in defining the expectations of the employees from the management and from the management to the employees, thus creating a more efficient working climate.

Customer focus in another dimension of Total Quality Management. Thus, the success of any business is determined by the ability of the management in that particular business to meet the needs of the customers (Han, Reinartz, & Skiera, 2021). One of the ways of achieving this is through studying, analyzing and interrogating the tastes and preferences of the customers, and putting across key processes and strategies to meet the identified tastes. This is the what customer focus entails. According to Ali, Hilman, and Gorondutse (2020), customer focus goes beyond just providing customers with the products or services they ask for and incorporates getting information from the customers and giving them feedback such that any decision made is comprised of their views and preferences. TQM is built on the efforts to embrace customer needs and come up with a criterion of meeting those needs. This is achieved through customer focus. When an organization is focusing on their customers, they will uphold their interests and come up with best approaches to engage them in order to understand their needs and expectations. According to Al- Damen (2017), customer focus is aligned to the degree by which the organization is able to serve the expectations and needs of their clients.

Continuous Improvement is another critical component TQM that define the current business formulations and success of the business in the 21<sup>st</sup> century (Psomas & Jaca, 2016). The continuous improvement in an organization is a process where the organization brings-in new ways of doing things as a way of saving on costs, enhancing the target-user satisfaction or ensure effective

operations that are more significant to the overall organizational goals (Alhamd & Yahya, 2021). The management of an organization is responsible for steering continuous improvement through introduction of new policies, systems and processes which define things in a more resound manner (Koskela et al., 2019). According to Ibrahim (2013), continuous improvement could be introduction of new parameters, or improvement of the existing ones, but either way, the entire processes leads to newer and more advanced things, thus being an essential TQM aspect that could contribute to operational performance. According to Alauddin and Yamada (2019; Psomas and Jaca (2016), every stakeholder and particularly customers expect to see and witness changes and improvements in an organization, for them to continue subscribing to their products and services. Embracing TQM through the aspect of continuous improvement therefore remains a significant pillar to organizational performance.

## **2.4 Operational Performance**

The operational performance will be assessed through dependability, quality of the services, speed, flexibility and cost of the services. These are as herein discussed. One essential measure of operational performance is the dependability of the services offered by an organization. Dependability according to Trattner et al. (2019) is the organization's ability to offer services that can be depended upon. Dependable services imply that the target users can count on them and expect the services to meet their needs. As operational performance upholds on the ability a firm has to satisfy the expectations of their customers, dependability is an aspect of operational performance that incorporates providing the right products or services, in the right quality and in a dependable and flexible manner. Dependability implies that organizations streamline their processes to minimize the cost of service delivery and enhance efficiency of delivering those services as expected by the customers (Ogbeide & Ejechi, 2016).

Every organization is committed in ensuring that its customers are satisfied and willing to continue transacting business with them. One of the ways to achieve this is by having affordable services that customers can meet their cost at ease. To achieve this, the organizations ought to minimize the cost of delivering these services by being creative, minimize the processes and procedures and bringing in sustainable approaches of offering the services (Yadav et al., 2019). Whether for profit or not for profit, organizations have to ensure that their customers access their services at an affordable rate (Zaiter et al., 2021). This is what defines a better performing organization that minimizes costs to lower the prices. By enhancing the effectiveness of organizational operations,

the chances of lowering costs of offering the services are enhanced, thus promoting their satisfaction.

Operational performance is about having services that exceed the expectations of the targeted user. Enhancing the quality of the services is one way through which organizations thrive, by attracting most of the customers. Through TQM, organizations tend to understand the market needs in terms of quality and what their competitors can offer. Through this, they are able to improve the quality to match or exceed the competitors, thus strengthening performance. For UNON, enhancing the quality of services implies that they have more users willing to embrace to their services, thus stirring their agencies' ability to meet the set mandates. For the agencies to perform efficiently, they ought to streamline their services such that they are user-centred and aimed at meeting the needs of the consumers. Through TQM as elaborated by Sutrisno (2019), organizations are not only able to understand the customer needs, but also continually improve to their services and products in terms of quality, thus gaining better performance.

The speed of the services is also likely to be enhanced by removal of some processes which add lesser value (Abbas et al., 2020). Embracing technology in delivery of services also helps minimize the time taken to access the services, thus promoting effectiveness and efficiency, which are core parameters of operational performance. According to Khan et al. (2020), through TQM, the efficiency of services and reduction of timelines used to access them is enhanced, thus promoting operational performance.

Operational performance can be assessed through the ability of an organization to have flexible services that are offered when required. Flexibility means that the services can be supplied to meet the customer needs. This implies that the services are not static but altered when need be for the benefit of the target users. The bureaucracies and processes of obtaining services make it difficult for the target users to access the latter, thus affecting their satisfaction. Therefore, by minimizing the processes and bureaucracies, the agencies are able to tap more users, and this strengthens their ability to meet the set mandates and objectives.

## **2.5 Empirical Literature Review and Knowledge Gaps**

Studies have been carried out on varied contexts on the role played by TQM on organizational performance and effectiveness. A study by Zaiter, Kabbout, Koabaz, Skaiky, Zalgout, and Msheik (2021) sought to establish the effect of Total Quality Management of employee performance in Lebanon-based organizations. The study focused on employee involvement,

leadership, communication and continuous improvement as the practices of TQM.

Using a quantitative survey approach and a self-administered questionnaire, they established that TQM was an integral part of the organization that played a significant role in promoting employee performance. According to Zaiter *et al.* (2021), effectively involved employees through TQM where communication and information sharing are enhanced, are more likely to perform better than those that are lesser involved. The study further concluded that the implementation of TQM principles requires effective leadership and efficient decision-making process by the organizational management.

Sutrisno (2019) assessed the role of TQM on operational performance and how this contributed to organizational performance. Their study revealed that TQM through continuous improvement, focus on customers, involvement of employees and embrace of technology had a significant relationship with operational performance. According to Sutrisno (2019), through enhanced operational performance evidenced by effective internal processes and quality-based services and products that aligned to customer needs, operational performance was achieved. Pambreni, Khatibi, Azam, and Tham (2019) assessed the impact of TQM on operational performance and established that quality enhancement and efficiency of operations achieved through TQM was essential for promoting organizational performance

Total quality management has also been viewed in terms of enhancing corporate sustainability by promoting a more robust and efficient operating framework for organizations. Abbas (2020) assessed how TQM impacts sustainability of corporations and focused on medium and small entities in Pakistan. The study used a descriptive approach and surveyed managers through a questionnaire. The obtained results had it that total quality management was instrumental in enhancing the sustainability of the small and medium-sized organizations. According to Abbas (2020), TQM is addressed in terms of leadership, human resources, focusing on customers and planning strategically, which define the way an organization is run towards its success. The study concluded that aspects such as knowledge management and information sharing were essential in supporting TQM, thus enhancing its ability to contribute to organizational sustainability.

Antunes, Mucharreira, Justino, and Texeira-Quirós (2021) while assessing how TQM influenced innovation on SMEs revealed that continuous improvement was one of the key aspects of TQM that enables organizations to be ready to embrace new innovations, thus enhancing their performance and competitiveness. Antunes et al. elaborated continuous improvement as the approach where organizations embrace measures and frameworks to always adjust from their previous way of doing things and embrace more emerging frameworks that are more effective and efficient. This improvement implies that the quality is enhanced and cost-saving is achieved, thus enhancing performance.

Regionally, TQM has been proposed to be one of the critical drivers of organizational success, in industries such as retail industry, manufacturing and not-for-profit organizations. In Nigeria, Oluwafemi and Okon (2018) assessed the role of TQM on employee job satisfaction and organization effectiveness in Nigerian manufacturing sector. The study revealed that the TQM was essential in shaping the way organizations utilized and involved their employees to achieve the set goals and objectives.

The authors concluded that through TQM, organizations built a more robust and committed workforce that was geared towards enhancing organizational performance through continuous improvement. Mambanda, Maibvisira and Murangwa (2017) supports this by indicating that most organization in Zimbabwe that have strongly embraced TQM saw more improvement in quality and their ability to meet customer needs was high, thus enhancing their competitiveness and operational performance. Pambreni, Khatibi, Azam, and Tham (2019) while assent the role played by TQM and its effectiveness on organizational performance established that customer focus as one of the principles of TQM played a significant role in promoting firm performance. According to Pambreni et al., the extent to which a firm is able to satisfy the expectations of their customers determines the retention of customers, which is a major driver to performance. This is supported by Alshourah (2021) who allude that the feedback from customers and their participation in the organizational matters enhances their relationship with the firm, thus being loyal to the benefit of the organization.

Involving employees in key organizational matters such as decision making is integral in bringing them closer to the management and enhancing their understanding of what is expected of them. Once they are engaged, employees have a more ownership to their actions, hence they will act more responsibly and show more commitment to their duties (Jimoh et al., 2019). Lapierre and

Hackett (2017) indicated that employee involvement enhances organizational performance by making the contributions, views and opinions of the employees viable, thus making them feel part of the organization.

Leading organizations in Kenya have been keen to embrace TQM to stir their operational efficiency and performance. Abdullahi and Kinyua (2018) assessed the effect of TQM in determining the performance of the county government of Garissa. The study assessed the role of TQM through process management, strategic quality planning, employee participation and customer focus on organizational performance. Through descriptive survey research approach, the authors surveyed 166 respondents using a structured questionnaire.

The results revealed that TQM through quality planning, process management, employee relation and customer focus enhanced the efficiency of county government operations thus enhancing its ability to deliver the set mandates. According to Abdullahi and Kinyua (2018), the ability of the organizational management to plan for the quality of output expected from the employees and involving the employees in deriving such quality played an integral role in enhancing organizational performance.

Keinan and Karugu (2018) analysed the role of TQM in enhancing performance among organizations in Kenya. Their study assessed TQM through focusing on customers, improving continuously, empowering the workforce and having a committed management. A descriptive research approach was utilized to survey 155 respondents through a semi-structured questionnaire. The findings revealed that improving continuously, focusing on consumers, empowering the workforce and enhancing commitment of the management team had a significant influence on organizational performance.

According to Murenga and Njuguna (2020), the success of TQM in enhancing firm performance is derived on the ability of the organizational leaders to have the necessary competencies and capabilities. These competencies include the experience of the leader, number of years worked as a leader, educational background of the individual as well as level of training on specific issues of running the organization into success. These aspects help estimate and define the competency of a leader.



According to Keinan and Karugu (2018), the involvement of employees, focus on customers, and time to time improvement of the quality were essential drivers of organizational internal efficiency through which performance was enhanced. The findings align with those by Kihugwa (2020) who assessed the how embrace of TQM contributed to better performance among organizations and established that the effectiveness of TQM towards enhancing firm performance was derived through continuous improvement, focusing on customers, having a committed leadership team and empowering the workforce through effective engagement and involvement.

## 2.6 Summary of Literature Review and Research Gaps

The studies reviewed have drawn conflicting arguments and findings on the relationship between different aspects of total quality management and firm operational performance with partial studies identifying a significant relationship, and others establishing an insignificant relationship between TQM and operational performance.

Most of the studies focused on one or two aspects of Total quality management and this may not give the wider picture of the need for quality management in modern businesses. This study combines all the four major aspects of total quality management hence providing a better ground to unveil the role played by TQM.

Majority of the reviewed research was done in advanced economies, while others narrowed to other sectors including state agencies and non-profit businesses unlike the current study that focuses on specific agencies under the UNON which are ran differently. Table 2.1 shows the reviewed studies with research gaps to be filled.

**Table 2.1: Summary of Literature and Research Gaps**

Author (Year)	Focus of the Study	Methodology	Research Findings	Knowledge Gap	How Gaps are Addressed in the Current Study
Zaiter et al. (2021)	Effect of Total Quality Management of employee performance in Lebanon-	Quantitative survey approach	The study Revealed that TQM had a positive and significant effect on employee	The locale of the study may not be reciprocated to a Kenyan context	They will address operational performance instead of employee performance.

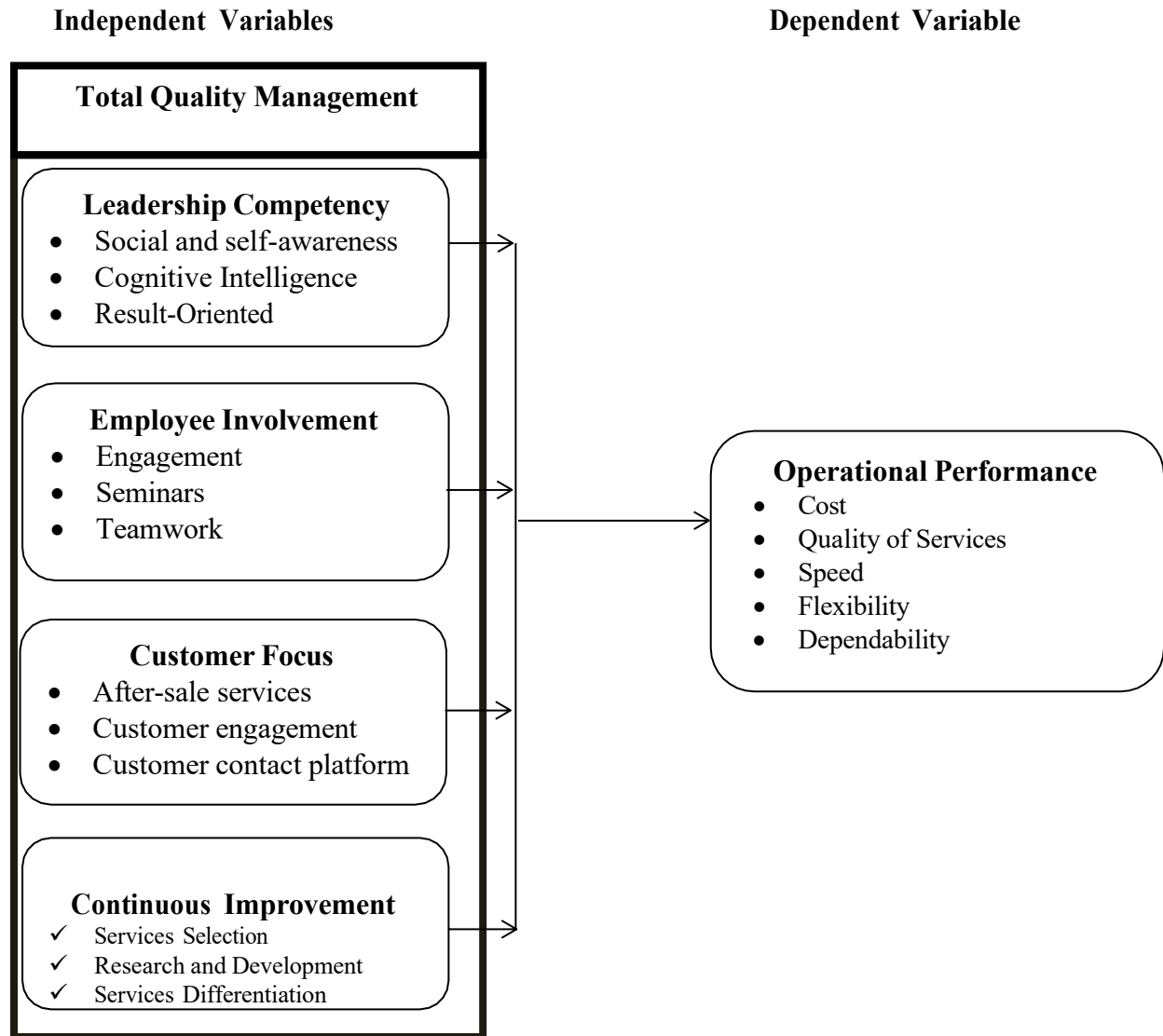
	based organizations		performance. TQM through employee involvement, communication and effective leadership enhances employee and organizational performance		The study also focuses on a Kenyan Context
Abbas (2020)	Impact of TQM on corporate sustainability among small and medium entities in Pakistan	Descriptive survey approach	The study revealed that TQM positively contributed to corporate sustainability. TQM is best addressed in leadership, customer focus human resource management and strategic planning, which are essential in firm sustainability	The study focused on sustainability, which is different from operational performance	The study focuses on Operational performance
Oluwafemi and Okon (2018)	Role of TQM on employee job satisfaction and organization effectiveness in Nigerian	A correlation research design used	TQM through customer focus and continuous improvement streamlines the ability of an organization to focus on its core business,	The study did not specify the key aspects of TQM that it focused on. The study focused on Manufacturing sector	The current study focuses on four key aspects of TQM (customer focus, leadership competency,

	manufacturing sector		thus enhancing organizational effectiveness		employee involvement and continuous improvement )
Mambanda, Maibvisira and Murangwa (2017)	Effects of Total Quality Management on the performance of the food and beverages industry in Zimbabwe	Cross-sectional Research Design	By focusing on customers and ensuring employee involvement, TQM enables organizations to meet customer needs thus enhancing firm performance	The study has narrowed down to customer focus and employee involvement..	The current study will include leadership competency and continuous improvement which are key aspects of TQM as well

**2.7 Conceptual Framework**

The conceptual framework for this study is as shown in Figure 2.1. The framework shows the independent variables and the dependent variables for the study. The independent variables include; the leadership competency, employee involvement, customer focus and continuous improvements. The dependent variable is the operational performance of United Nations Agencies based in Nairobi, Kenya.

**Figure 2.1: Conceptual Framework**



**Source: Researcher (2022)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter covers the methods and framework utilized in actualizing this study. The approach of research used, the population of interest and how a sample was obtained are key aspects pointed out in the section. The type and structure of the instrument used in carrying out the research has also been highlighted, as well as the process of obtaining information from the selected participants, and how this information was analysed.

### **3.2 Research Design**

A descriptive approach has been adopted in this research. This is an approach that describes the objects in a research by pointing out key elements of qualitative and quantitative nature. According to Babbie (2012), a descriptive approach is best placed in elaborating the emerging issues and helping respond to the research questions in a more intensive manner. Using this approach in the study was informed by the need to have more robust and conclusive information regard to TQM and its role in promoting operational performance.

### **3.3 Target Population**

The target population for this study was the United Nations Office in Nairobi, Kenya. According to the UN Handbook (2021), there are twenty-five (25) UN agencies, including the UNEP and the UN-Habitat in the UN offices in Nairobi. The study targeted a representative from each of the agencies. Since the population is relatively small, a census was adopted where 25 respondents were picked for the study.

### **3.4 Data Collection**

A questionnaire was embraced to obtain the data used in the study. Through both closed and open-ended queries, the questionnaire extensively obtained information that was essential in responding to the study questions. A questionnaire was preferred since it can adequately obtain data from a large number of respondents within a short period of time and with use of minimal resources. The structure of the questionnaire comprised of six parts.

The first section of the questionnaire covered demographic information of the respondents which include the educational level, number of years served at the agency and the position held. This

section intended to build a rapport with the respondents and acts as an introduction. It is through demographic information that the researcher understands the respondents and how to handle them in the main sections of the questionnaire.

The second part of the questionnaire covered information relating to the first independent variable which is leadership competency. This is one of the components of Total Quality Management. In this section, questions were captured based on a 5-points Likert's scale. The main statements were drawn from the key measures of leadership competency which are social and self-awareness, cognitive intelligence and result oriented leadership. The participants were to indicate the level at which they either disagreed or agreed with the aspects pointed out on the instrument.

The third part covered information regarding involvement of the employees as a parameter of TQM. The questionnaire captured statements on employee involvement based on Likert's scale. The statements were drawn from the key sub-constructs of employee involvement which are; engagement, seminars and teamwork. A request was put to the participants to state the extent to which they agreed or disagreed with the stipulated aspects.

The fourth section captured information on the third independent variable which is customer focus. Likert's scale of five points was used to establish the respondents' views on customer focus. The participants were requested to state at which level they disagreed or agreed with the stipulated aspects which was drawn from: after-sale services, customer engagement and customer contact platform.

The fifth part covered information regarding continuous improvement, one of the elements of total quality management. A 5-points Likert's scale was used to establish the respondents' views on the continuous improvement. The participants were asked to specify the level at which they disagreed or agreed with the elements drawn from: product selection, research and development and product differentiation as the main measures of continuous improvement.

The last part captured information regarding the dependent variable, which is operational performance. Key statements drawn from the main sub-variables which were customer satisfaction, quality of services, speed and flexibility of the services were presented for the respondents to rate them using 5-points Likert's scale.

Before data collection, a letter from the University was sought to introduce the researcher to the

respondents' places of work. The instrument was taken to the participants' work-stations with instructions on how to fill and the appropriate time for them to hand-over the questionnaire for analysis. Where physical delivery of the instrument was not possible, it was found appropriate to utilize electronic means to send it to the respondents. Instructions were given for them to fill it electronically and send it back for analysis. Embracing time to time reminders was also done to ensure the participants were kept on notice to speed-up the process for timely analysis of the results.

### **3.5 Data Analysis**

The Statistical Packaging for Social Sciences (SPSS) was used in analyzing the data. The items with quantitative data were scored, cleaned and coded into the software. The items were utilized in coming up with the results mainly captured in form of frequency tables. Key statistics such as standard deviation, percentages and mean were utilized.

In order to know the level the variables related and the direction of this correlation, a regression model was utilized. The model is essential in determining the extent to which variables relate statistically, thus giving the findings more deeper meaning. The utilized model was of the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

$X_1$  = Leadership competency

$X_2$  = Employee involvement

$X_3$  = Customer focus

$X_4$  = Continuous Improvement

$Y$  = Composite index for Operational Performance

$\beta_1$ – $\beta_4$  is the slope of the regression equation and  $\beta_0$  is the constant.

Prior to the regression model analysis, factor analysis was carried out to narrow down the items under the questionnaire in each variable. A regression model requires individual variables without sub-variables. Therefore, to compute the items under the questionnaire into individual independent variables, factor analysis was carried out. This helped to establish the stronger aspects of TQM components for a more refined regression model output.

**Table 3.1: Summary of Data Collection and Analysis Methods**

<b>Variable</b>	<b>Section on the Questionnaire</b>	<b>Data Analysis Method</b>
Background Information	Section A	Descriptive Statistics - Means, frequencies, & percentages
<ul style="list-style-type: none"> <li>• Leadership Competency</li> <li>• Employee Involvement</li> <li>• Customer Focus</li> <li>• Continuous Improvement</li> </ul>	Section B	<ul style="list-style-type: none"> <li>• Descriptive Statistics – Means &amp; standard deviation</li> <li>• Inferential Statistics - Correlation &amp; Regression Analysis</li> </ul>
Operational Performance	Section C	<ul style="list-style-type: none"> <li>• Correlation and Regression Analysis</li> </ul>

**Source: Researcher (2022)**



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSION

#### 4.1 Introduction

This chapter covers the findings of the study on the influence of Total Quality Management on operational performance of the United Nations Office in Nairobi. The chapter outlines the response rate, and the findings on the demographic results describing the participants' background characteristics. Moreover, the section covers the descriptive findings based on the key variables, and the inferential results obtained from the regression model adopted.

#### 4.2 Response Rate

A return rate of 96% was achieved where 24 questionnaires were returned successfully filled by the respondents. Having a response score of 60% and above is integral for a study to be a good representation of the sample size (Goldfarb & King, 2016). Moreover, the conclusion in study are more elaborate when the findings are obtained from a reasonable number of participants, hence a higher return rate is important. Table 4.1 summarizes the response rate of the study.

**Table 4.1: Response Rate of the Study**

Sample Size	Response		Non-Response	
25	24	96%	1	4%

**Source: Research Data (2022)**

#### 4.3 Demographic Information

The demographic information such as gender, period worked in the organization and the position held were sought in the study. These were meant to establish the diversity of the respondents and bring a rapport between the researcher and the respondents.

### 4.3.1 Distribution of Respondents by Gender

The research asked the participants to state their gender. This was so as to establish the gender parity in the targeted respondents. The results are as shown in Figure 4.1. As the results portray, male respondents were majority with 54.2% of the respondents, while female were 45.8% of the respondents.

**Table 4.2: Gender of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent (%)</b>
Male	13	54.2
Female	11	45.8
<b>Total</b>	<b>24</b>	<b>100.0</b>

**Source: Research Data (2022)**

### 4.3.2 Distribution of the Respondents by Age

The age distribution of the participants was sought in the study. As the results on Table 4.3 portray, 41.7% of the respondents were aged between 31 and 40 years, 29.2% were aged between 41 and 50 years, while 25% of the respondents were aged between 21 and 30 years.

**Table 4.3 Age of the Respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percent (%)</b>
21 - 30 Years	6	25.0
31 - 40 Years	10	41.7
41 - 50 Years	7	29.2
Above 50 Years	1	4.2
<b>Total</b>	<b>24</b>	<b>100.0</b>

**Source: Research Data (2022)**

### 4.3.3 Distribution of the Respondents by Number of Years worked in the Organization

The research assessed the period the participants had been working in their respective organizations. The respondents were asked to tick the respective years in ranges provided. Table 4.4 summarizes the findings. As the results portray, 37.5% of the respondents had worked at UNON in a span of five and ten years, 29.2% had been at the organization for a period of between 1 and 5 years, and 16.7% of the participants had been at the organization for a period of more than 10 years, similar to those that had been there for less than a year.

**Table 4.4: Number of Years Worked in the Organization**

<b>Years</b>	<b>Frequency</b>	<b>Percent (%)</b>
Less than 1 Year	4	16.7
1 - 5 Years	7	29.2
5 - 10 Years	9	37.5
Above 10 Years	4	16.7
<b>Total</b>	<b>24</b>	<b>100.0</b>

**Source: Research Data (2022)**

### 4.3.4 Distribution of the Respondents by their Departments

The participants' respective department in the organization was established. The participants were requested to state a department or section that they worked under in their respective UNON offices. Table 4.5 shows the findings. As the results portray, quality assurance, human resource, and marketing departments had 16.7%, 12.5% and 8.3% respectively. On the other hand, 12.5%, 25%, and 16.7% of the respondents were in communication, procurement and supply chain and programs and projects departments respectively.

**Table 4.5: Respondents' Department**

<b>Years</b>	<b>Frequency</b>	<b>Percent (%)</b>
Quality Assurance	4	16.7
Human Resource	3	12.5
Marketing	2	8.3
Communication/Public Relations	3	12.5
Procurement and Supply Chain	6	25.0
Finance	2	8.3
Programs and Projects	4	16.7
<b>Total</b>	<b>24</b>	<b>100.0</b>

**Source: Research Data (2022)**

#### **4.4 Descriptive Analysis of the Study Findings**

The descriptive analysis of the study findings is meant to describe the findings from the study using descriptive statistics such as mean, standard deviation and percentages. These statistics help in understanding the trends and opinions of the respondents by describing just what was observed, without giving any internal meaning. This has been done systematically as per the main variables in the study.

##### **4.4.1 Leadership Competency**

The research assessed how leadership competency influenced the operational performance of the United Nations Office in Nairobi. This was one of the components of TQM. The participants' level of concurrence with the main items on leadership competency in the organizations under UNON was requested. Leadership competency was assessed through social and self-awareness, cognitive intelligence of the leaders and the result-oriented leadership. Table 4.6 has the results as obtained. The results show that a good number of the participants agreed that they were aware of what they should do as leaders to promote the effectiveness of UNON as evidenced by a mean of 3.87 and a standard deviation of 1.03. The respondents also agreed that they believed that they had good experience in

running the business into success (Mean = 4.25; Standard Deviation = 0.94), and that their education level was adequate for the kind of business that they were doing at the organization (Mean = 4.208; Standard Deviation = 0.88). The respondents further agreed that they always embraced competency based and professional interactions with the customers and decision making in the organization (Mean = 4.208; Standard deviation = 0.883) and that they always focused on achieving the best results in their endeavors as organizational leaders (Mean = 4.291; Standard deviation = 0.95). Majority of the respondents agreed that their leadership capabilities had helped them transform the organization into success as shown by a mean of 4.041 and a standard deviation of 0.954. The overall mean for the responses was 4.145 an indication that most of the respondents agreed that leadership competency was effectively embraced for enhanced effectiveness and efficiency.

**Table 4.6: Descriptive Statistics on Leadership Competency**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Dev.</b>
I am aware of what I should do as a leader to promote the effectiveness of UNON	4.2%	4.2%	20.8%	41.7%	29.2%	3.870	1.034
I believe I have good experience in running the business into success	4.2%	0.0%	8.3%	41.7%	45.8%	4.250	0.944
My education level is adequate for the kind of business that I'm doing	4.2%	0.0%	4.2%	54.2%	37.5%	4.208	0.883
I have always embraced competency based and professional interactions with my customers and decision making in the firm	4.2%	0.0%	4.2%	54.2%	37.5%	4.208	0.883
I always focus on achieving the best results in my endeavors as a leader	4.2%	0.0%	8.3%	37.5%	50.0%	4.291	0.954
My leadership capabilities have helped transform the organization into one successful enterprise	4.2%	0.0%	16.7%	45.8%	33.3%	4.041	0.954
<b>Overall Mean</b>						<b>4.145</b>	<b>0.942</b>

**Source: Research Data (2022)**

#### 4.4.2 Employee Involvement

The study examined the influence of employee involvement on operational performance of the United Nations Office in Nairobi. The key measures of employee involvement used in the study were the engagement, interaction seminars and teamwork. Specific statements were drawn from these aspects and the participants told to state at which level they agreed or disagreed with the given items based on the 5-points Likert's scale. Table 4.7 summarizes the findings. As the findings portray, it was established that the views of the employees were sought before key decisions in the organizations were made (Strongly Agree = 4.2%; Agree = 45.8%) and that there were guidelines that showed how employees should be involved in the organizational matters (Strongly Agree = 20.8%; Agree = 54.2%; Mean = 3.83; Standard Deviation = 0.96).

The results also exemplified that a high number of the participants concurred that there were forums for engagement discussions between the management and the employees (Mean = 3.875; Standard deviation = 1.115), and that the employees had the freedom to raise their concerns to the management (Mean = 3.708; Standard deviation = 0.858). It was further established that the employees were required to work in teams to ensure collaboration (Mean = 3.958; Standard deviation = 0.999) and that through continuous involvement of the employees' problem solving had been adequate in the organization (Mean = 3.416; Standard deviation = 0.974). The overall mean for the statements was 3.694. This implies that to a great extent; the respondents recognize the essence of employee involvement as a component of TQM that is significant in promoting operational performance.

**Table 4.7: Descriptive Statistics on Employee Involvement**

Statement	SD	D	N	A	SA	Mean	Std. Dev.
The views of the employees are sought before key decisions in the organization are made	4.2%	8.3%	37.5%	45.8%	4.2%	3.375	0.875
There are guidelines that show how employees should be involved in the organizational matters	4.2%	4.2%	16.7%	54.2%	20.8%	3.833	0.963

There are forums for engagement discussions between the management and the employees	4.2%	8.3%	16.7%	37.5%	33.3%	3.875	1.115
The employees have the freedom to raise their concerns to the management	4.2%	4.2%	16.7%	66.7%	8.3%	3.708	0.858
The employees are required to work in teams to ensure collaboration	4.2%	8.3%	0.0%	62.5%	25.0%	3.958	0.999
Through continuous involvement of the employee's problem solving has been adequate in the organization	4.2%	12.5%	29.2%	45.8%	8.3%	3.416	0.974
<b>Average Mean</b>						<b>3.694</b>	<b>0.964</b>

**Source: Research Data (2022)**

#### **4.4.3 Customer Focus**

The extent to which focusing on the customers influenced operational performance of the United Nations Offices in Nairobi was sought. A Likert's scale was used, and participants were to state the extent to which they disagreed or agreed with the specific items in regard to customer focus. The findings are presented in Table 4.8. The findings revealed that after-sale/business services were not effectively offered to the customers seeking services from the offices (Agree = 29.2%; Neutral = 54.2%). The respondents agreed that the customers had shown satisfaction with the company's services and products as evidenced by a mean of 3.833 and a standard deviation of 0.963. They further agreed that their respective organizations engaged the customers in key aspects that affect them (Mean = 3.833; Standard Deviation = 0.868) and that the customers were always asked to give their views on the services rendered (Mean = 3.75; Standard Deviation = 0.944). The respondents agreed that their respective organizations had active platforms for keeping customer contacts (Mean = 3.541; Standard Deviation = 1.062), and that the customers were frequently contacted to seek their experience with the organizations' services and products. The overall mean of 3.604 revealed that customer focus was embraced at a moderate extent among the UNON offices.

**Table 4.8: Customer Focus**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Dev.</b>
Our customers are offered after-sale services upon transacting with the company	0.0%	12.5%	54.2%	29.2%	4.2%	3.250	0.737
Our customers have shown satisfaction with our company's services and products	4.2%	0.0%	29.2%	41.7%	25.0%	3.833	0.963
Our company engages the customers in key aspects that affect them	0.0%	8.3%	20.8%	50.0%	20.8%	3.833	0.868
The customers in our company are always asked to give their views on the services rendered	4.2%	4.2%	20.8%	54.2%	16.7%	3.750	0.944
The company has a n active platform for keeping customer contacts	4.2%	12.5%	25.0%	41.7%	16.7%	3.541	1.062
Customers are frequently contacted to seek their experience with our company's services and products	4.2%	12.5%	29.2%	45.8%	8.3%	3.416	0.974
<b>Overall Mean</b>						<b>3.604</b>	<b>0.924</b>

**Source: Research Data (2022)**

#### **4.4.4 Continuous Improvement**

The study assessed the influence of continuous improvement on the operational performance of the United Nations Office in Nairobi, Kenya. Continuous improvement as a variable under TQM was addressed through product selection, research and development and product differentiation. Participants were requested to point out the extent to which they disagreed or agreed on the specific items drawn from these parameters of continuous improvement. Table 4.9 captures the results. The results exemplified that the highest number of the participants were in concurrence that product selection in their respective organizations was based on customer specification as shown by a mean of 3.708 and a standard deviation of 1.082. They further agreed that the selection of the services offered in their respective organizations was demand driven (Mean = 3.958; Standard deviation = 1.082) and that the organizations invested in intense research to ensure the quality of the services offered is always improved (Mean = 3.541; Standard deviation = 0.883).



The results also demonstrated that a good number of the participants were in concurrence that their respective organizations put appropriate measures to come up with information and data that could help develop the quality of the services (Mean = 3.416; Standard deviation = 0.928). They also agreed that their respective offices upheld the differentiation of the services offered from ordinary companies to attain a notch higher (Mean = 3.375; Standard deviation = 1.209) and that the processes and operations in their organizations had been differentiated to cope with the changing operating world. The overall mean of 3.554 implied that the respondents were moderately agreeing that continuous improvement was upheld in their respective organizations.

**Table 4.9: Descriptive Statistics on Continuous Improvement**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Dev.</b>
The selection of products and services in our organization is based on customer specification	4.2%	8.3%	25.0%	37.5%	25.0%	3.708	1.082
Selection of services or products offered by the organization is demand driven	4.2%	4.2%	20.8%	33.3%	37.5%	3.958	1.082
The organization invests in intense research to ensure the quality of the services offered is always improved	4.2%	4.2%	33.3%	50.0%	8.3%	3.541	0.883
The organization puts appropriate measures to come up with information and data that can help develop the quality of the services	4.2%	8.3%	37.5%	41.7%	8.3%	3.416	0.928
The company upholds the differentiation of the services offered from ordinary companies to attain a notch higher	12.5%	4.2%	33.3%	33.3%	16.7%	3.375	1.209
The processes and operations in our organization have been differentiated to cope with the changing operating world	8.3%	8.3%	37.5%	33.3%	12.5%	3.333	1.090
<b>Overall Mean</b>						<b>3.554</b>	<b>1.047</b>

**Source: Research Data (2022)**

#### 4.4.5 Operational Performance

The study assessed the operational performance of the United Nations office in Nairobi (UNON), Kenya. The participants were required to state their views on the operational performance in their respective UNON offices by agreeing or disagreeing with specific statements drawn from the measures of operational performance. The measures included: the cost of services, the quality of the services, speed of offering the services, flexibility of the offered services and the dependability of the services offered. A five-points Likert's scale was used, and the findings are as shown in Table 4.10. As the results reveal, 46.8% of the respondents felt that their respective organizations had recorded reduced cost of services over the past two years, although 54.1% felt otherwise. Moreover, 41.7% of the respondents agreed that the customers waited for lesser time before they were served as compared to the previous years.

The findings further revealed that majority of the respondents (70.8%) agreed that the quality of the services offered at their respective agencies had been enhanced. However, only 25% of the respondents agreed that the number of bureaucracies and processes in their respective agencies had been reduced to enhance efficiency. The flexibility of the services was also not effectively upheld in most of the agencies thus customers had limited choices (Mean = 3.208; Standard deviation = 0.883). The respondents indicated that the effectiveness of their respective agencies to their mandates had increased over the past two years (Mean = 3.541; Standard deviation = 1.020) and that the services offered by the agencies were dependable by the target users. The overall mean of 3.319 indicated that the operational performance of the UNON agencies was average thus showing the need for enhanced embrace of TQM to enhance performance.

**Table 4.10: Descriptive Results on Operational Performance**

Statement	SD	D	N	A	SA	Mean	Std. Dev.
Our organization has recorded reduced cost of services over the past two year	0.0%	20.8%	33.3%	33.3%	12.5%	3.375	0.969
The customers wait for lesser time before they are served as compared to the previous year	8.3%	8.3%	41.7%	29.2%	12.5%	3.291	1.082
We have enhanced the quality of the services offered at the institution	4.2%	4.2%	20.8%	58.3%	12.5%	3.708	0.907

The number of bureaucracies and processes have been reduced to enhance efficiency	16.7%	20.8%	37.5%	16.7%	8.3%	2.791	1.178
We have flexible services that allow customers with a wide range of choices	4.2%	12.5%	45.8%	33.3%	4.2%	3.208	0.883
The effectiveness of the agency to its mandates has increased over the past two years	4.2%	8.3%	33.3%	37.5%	16.7%	3.541	1.020
The services offered by our agency are dependable by the target users	12.5%	4.2%	25.0%	41.7%	16.7%	3.541	1.062
<b>Overall Mean</b>						<b>3.319</b>	<b>1.007</b>

Source: Research Data (2022)

#### 4.5 Inferential Analysis of the Regression Model

A regression model was embraced in order to establish the statistical relation between the aspects of TQM (leadership competency, employee involvement, customer focus and continuous improvement) and operational performance United Nations Office in Nairobi, Kenya. The main aspects used in the model to determine how the predictor indicators related to the predicted indicators were model summary, ANOVA and the regression coefficients. The following regression model was adopted:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

##### 4.5.1 Model Summary

The model summary shows the overall correlation between the independent variables and the dependent variable, as well as the variation of the predicted variable (dependent variable) as a result of the predictor variables (independent variables). The results for the model summary are as presented in Table 4.11 below.

**Table 4.11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 <sup>a</sup>	.978	.973	.12606

a. Predictors: (Constant), Continuous Improvement, Customer Focus, Employee Involvement, Leadership Competency

As the results portray, the correlation (R) for the model was 0.989 an indication that the overall correlation of the TQM (leadership competency, employee involvement, customer focus and continuous improvement) and operational performance of the UNON was strong and positive at 98.9%. The R-square ( $R^2$ ) for the model was 0.978, which implies that 97.8% variation of the operational performance of UNON is as a result of the combined effect of the TQM components (leadership competency, employee involvement, customer focus and continuous improvement).

#### 4.5.2 Analysis of Variance

The Analysis of Variance (ANOVA) test seeks to establish the model fitness. This is aimed at indicating whether the regression model utilized is statistically significant. The ANOVA test results are as shown in Table 4.12.

**Table 4.12: ANOVA Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	13.305	4	3.326	209.320	.000 <sup>b</sup>
1	Residual	.302	19	.016		
	Total	13.606	23			

a. Dependent Variable: Operational Performance

b. Predictors: (Constant), Continuous Improvement, Customer Focus, Employee Involvement, Leadership Competency

As the ANOVA results show, the F-statistic was 209.320 at a significant level of  $0.000 < 0.05$ . The implication of this is that the model stands a chance to tell whether TQM aspects have in any way, a significant influence on the operational performance. TQM components (leadership competency, employee involvement, improving continuously and focusing on customers) and operational performance of the UNON agencies. The results also are an indication that there is a possibility for one of the independent variables having a significant relationship with the dependent variable.

### 4.5.3 Regression Coefficients

The regression coefficients show the extent to which each of the independent variables influence the dependent variable. The coefficients table also shows the level of significance of the relationship between each of the independent variables and the dependent variable using the Pearson value of significance. Table 4.13 shows the regression coefficients. As the results show, the Beta coefficients for leadership competency, employee involvement, customer focus and continuous improvement were 0.243, 0.273, 0.349, and 0.167 respectively. Through the coefficients, the following model is derived from the proposed model:

$$Y = -0.212 + 0.243X_1 + 0.273X_2 + 0.349X_3 + 0.167X_4$$

From the model, it can be deduced that independent variables (leadership competency, employee involvement, customer focus and continuous improvement) have a positive and significant influence on the operational performance of United Nations Office in Nairobi agencies.

**Table 4.13: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.212	.152		-1.395	.179
Leadership Competency	.243	.105	.266	2.313	.032
Employee Involvement	.273	.089	.300	3.070	.006
Customer Focus	.349	.077	.347	4.544	.000
Continuous Improvement	.167	.055	.151	3.046	.007

a. Dependent Variable: Operational Performance

#### 4.6 Discussion

The findings have shown that the TQM components (leadership competency, employee involvement, customer focus, and continuous improvement) play an integral role in promoting the operational performance of the UNON agencies in Kenya. From the findings, it has been revealed customer focus had the strongest influence on operational performance with a coefficient of 0.349. This indicates that a unit change in customer focus would influence operational performance by 0.349 units. The relationship is also significant at a P-value of  $0.000 < 0.05$ , which implies that customer focus has a significant effect on operational performance of the UNON agencies in Kenya. According to Alhamd and Yahya (2021), focusing on customers implies that the organization is committed to provide services and products that meet the needs of the customers. For quality to be achieved, organizations should draw closer to their customers, through which they understand their needs.

Employee involvement had the second strongest effect on operational performance of the UNON agencies in Nairobi with a beta coefficient of 0.273. This implies that a unit change in employee involvement would influence operational performance by up to 0.273 units. The P-value for the variable was  $0.006 < 0.05$  implying that employee involvement had a significant effect on operational performance of the United National office in Nairobi, Kenya. According to Zaiter *et al.* (2021), an organization that strives to obtain efficiency and effectiveness in their operations ought to adequately engage and involve the employees. Fitriani (2019) on the other hand alludes that TQM is about the ability of the management to engage the employees and enhance their participation in enhancing the quality of services offered to enhance performance.

Leadership competency was third in enhancing operational performance of the United National office in Nairobi, with a Beta coefficient of 0.243, an indication that a unit change in leadership competency would influence operational performance of the United National office in Nairobi by 0.243 units. The P-value of  $0.032 < 0.05$  implied that the leadership competency had a significant effect on operational performance of United National office in Nairobi. The findings are in line with those by Ramlawati and Putra (2018) who established that the competency of the organizational leadership in providing guidance and strategic direction to the workforce was an essential TQM component that contributed effectively to operational performance. According to

Busu (2019), leadership in an institution is the main driver of the success of the organization, thus the commitment of those in leadership is integral in enabling organizational performance.

Continuous improvement was revealed to have a notable role in influencing the operational performance of the United National office in Nairobi. The variable had a beta coefficient of 0.167. This implies that a unit change in continuous improvement would influence operational performance of the United National office in Nairobi by 0.167 units. The P-value of  $0.007 < 0.05$  implies that improving continuously is significant in enhancing the operational performance of the United National office in Nairobi, Kenya. The findings concur with those by Jimoh, Oyewobi, Isa, and Waziri (2019) who established that TQM upholds the need for organizations through the management to continue improvement the quality of their services and products by embracing adequate research and development, innovative culture and differentiation of processes. This is also supported by Ibrahim (2013) who indicates that the continuous improvement as one of the components of TQM is a significant driver to operational performance due to its ability to enhance efficiency and effectiveness through improved processes and procedures.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter covers the summary of the findings of the study on the effect of total quality management on operational performance of UNON agencies in Nairobi. The section also highlights the conclusion of the study and the recommendations. The chapter will as well cover the recommendations of areas for further research.

#### 5.2 Summary of the Findings

The study sought to establish the effect of TQM on operational performance of UN agencies in Nairobi. The Total Quality Management was addressed in four main elements. These elements are leadership competency, employee involvement, customer focus and continuous improvement. The findings of the study revealed that these four components were essential in determining the operational performance of the United Nations agencies in Nairobi. The results revealed that customer focus had the strongest influence on operational performance, followed by employee involvement, leadership competency and lastly, the continuous improvement.

The findings revealed that customer focus as one of the components of TQM had a significant effect on operational performance of the United Nations agencies in Nairobi. The after-sale services in terms of follow-up on the satisfaction of the customers with the offered services were done to a moderate extent in most of the agencies. Customer engagement was also found to be an essential aspect of customer focus that was utilized by the agencies to bring the customers closer. It was established that the contact platform to keep the customer contacts was not effectively upheld in most of the UNON agencies, and this could lead to poor tracking of the customers to bring them closer to the organization.

Employee involvement was found to be essential in stirring the success of the agencies in terms of promoting efficiency, flexibility and quality of services. As one of the components of TQM, employee involvement is meant to establish a good working relationship between the management and the employees. The findings revealed that engagement of the employees,



seminars to enhance the interaction between the management and the employees, and the promotion of teamwork to strengthen the capability of the workforce was moderately embraced. This could imply that the employees were not as close to the management as it should be for an efficiently performing organization.

The study revealed that leadership competency was an integral component of TQM that significantly contributed to the operational performance of the United Nations agencies in Nairobi. The leadership of any organizations determines the effectiveness of the decisions made and how these decisions are committed towards enhancing the flexibility, speed, and quality of rendered services. The findings revealed that the social and self-awareness of the leaders determined the effectiveness of the services. Moreover, it was revealed that the cognitive intelligence of the leaders and their ability to be result-oriented enabled the agencies to achieve the intended results in terms of operational performance.

The results further revealed that continuous improvement was a significant component of TQM that positively contributed to operational performance of the UNON agencies in Nairobi. Continuous improvement is about focusing on key ways through which the efficiency is achieved in the agencies. The results revealed that the selection of the services based on the preferences of the customers was a major aspect of continually improving the services. Moreover, through research and development as well as differentiation of the services, the agencies would be more effective in rendering quality, affordable, dependable and flexible services.

### **5.3 Conclusion**

From the findings, the study concludes that TQM is instrumental in driving the operational performance of the UNON agencies in Nairobi. Leadership competency as one of the components of TQM is concluded to significantly contribute to the operational performance of the UNON agencies in Nairobi. Commitment of the leaders in the agencies through embraces self and social awareness, embracing cognitive intelligence in solving issues and being results-oriented are concluded to be prerequisites of a committed leader who is capable of leading the agencies into success.

The study concludes that employee involvement as one of the elements of TQM has a significant and positive effect on the operational performance of the United

Nations agencies in Nairobi. The engagement of the workforce and seminars aimed at bringing them into a podium where they can share their issues and views as well as encouraging teamwork are concluded to be among the essential aspects of employee involvement that enhance the operational performance of organizations.

The study further concludes that customer is another integral element of TQM that significantly stirs the operational performance of the United Nations agencies in Nairobi. The embrace of after-sale services, engaging the customers and having a customer contact platform are some of the essential aspects of customer focus that are concluded to be instrumental in determining the operational performance of the United Nations agencies in Nairobi.

Lastly, the study concludes that the continuous improvement is significant in enhancing the operational performance of the United Nations agencies in Nairobi. TQM upholds the need for time-to time improvementofthequalityofservices and products, and this can be constantly enhanced through continuous improvement. The study concludes that the selection of services offered, the research and development as well as differentiation of the services are fundamental in stirring the operational performance of the agencies.

#### **5.4 Recommendations**

Based on the findings and the conclusions of the study, it is recommendedthatthereisneedforthe managementofthe United Nations agencies in Nairobi to embrace leadership competency as one of the elements of TQM in order to enhance the operational performance of the agencies. Through a committed and competent leadership that is result-oriented, the agencies can easily realize their goals in terms of being cost-efficient and offering flexible, dependable and quality services.

The management of the UNON agencies in Nairobi has the duty of ensuring that the employees are involved in decision making for enhanced performance. It is recommended that the management ought to engage the employees from time to time and encourage teamwork through which efficiency and speed of the service delivery will be obtained.

The study recommends the need for the management of the UNON agencies to uphold customer focus as an essential component of TQM that strengthens the satisfaction of

the customers. Through focus on the customers, the agencies will be in a position to understand the needs of their customers, thus strive to meet them for better operational performance.

The management of the United Nations agencies in Nairobi has the mandate of ensuring that the services offered are of high quality, at a lower cost and with efficient speed. This can be achieved through continually improving the services and processes. The management can embrace continuous improvement by selecting the services offered appropriately, carrying out frequent research and development for creativity as well as differentiating their service quality.

### **5.5 Limitations of the Study**

The limitations for this study are on the defined scope, the context and the methodology through which the study was conducted. The study was limited to the influence of TQM on the operational performance of United Nations Agencies in Nairobi, Kenya. It therefore implies that data was only gathered from the 25 United Nations agencies in Nairobi. The findings may therefore not be generalized to other sectors since their mode of operation and other underlying factors could be different from those at the United Nations Agencies in Nairobi.

Secondly, the study was limited to four key components of TQM. These components are: Leadership competency, employee involvement, customer focus and continuous improvement. This is an indication that other minor elements of TQM may have not been captured in the study.

The study was also limited to the stipulated methodology. It was limited to the descriptive research design and collected primary data using a questionnaire. Other methodologies and sources of data such as secondary data has not been utilized in the study findings. This implies that there is a possibility that when a similar study utilizes a different methodology, the findings could differ.

### **5.6 Recommendations for Further Research**

The study only focused on the TQM (Leadership competency, employee involvement, customer focus and continuous improvement) and its influence on operational performance of UNON agencies in Nairobi. It is recommended that other studies focus on other aspects that could affect operational performance of the UNON agencies.

As the World has been reorganized in terms of working processes as a result of the impacts of COVID-19, it means that Operational Performance could be viewed in other dimensions now that aspects such as working from home have emerged. It is recommended that future studies focus on the new developments in the operating world orchestrated by the pandemic and how these aspects could affect the effectiveness of TQM towards enhancing operational performance.

The study was limited to the United Nations Agencies in Nairobi. It is recommended that future studies focus on other organizations to establish how TQM would influence the operational performance of those organizations.

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**APPENDICES**

**Appendix I: Introduction Letter**

**EVANSON NJOMO**

**University of Nairobi,**

**Faculty of Business and Management Science**

**Date.....**

**Dear Sir/Madam,**

**RE: ACADEMIC RESEARCH DATA COLLECTION**

I am Evanson Njomo, a Masters in Business Administration student at the University of Nairobi. I am conducting a study on the ***TOTAL QUALITY MANAGEMENT AND OPERATIONAL PERFORMANCE OF THE UNITED NATIONS AGENCIES BASED IN NAIROBI KENYA.***

I am at the data collection stage of the study. You have been identified as a suitable respondent for this study. I hereby request for your assistance to help make this study a success.

The information you provide will be treated with ultimate confidentiality. Kindly do not write your name or any identifiable information. Your participation will be appreciated. Thank you.

Yours Sincerely

Evanson Njomo.

## Appendix II: Questionnaire

The items in this questionnaire are meant to collect data on the influence of Total quality management on organizational performance of UNON Agencies in Nairobi, Kenya. Please respond to the questions appropriately to the best of your knowledge.

### SECTION A: GENERAL INFORMATION

1. Indicate your gender: Male  Female
  
2. Indicate your age bracket
 

Below 20	<input type="checkbox"/>	21-30	<input type="checkbox"/>
31 - 40	<input type="checkbox"/>	41 - 50	<input type="checkbox"/>
Above 50	<input type="checkbox"/>		
  
3. For how many years have you worked with the UNON?
 

Less than 1 year	<input type="checkbox"/>	1-5 years	<input type="checkbox"/>
5-10 years	<input type="checkbox"/>	More than 10 years	<input type="checkbox"/>
  
4. What is your department in the organization? (Tick where appropriate).
 

Quality Assurance	<input type="checkbox"/>	<input type="checkbox"/>
Human Resource/Administration	<input type="checkbox"/>	Marketing <input type="checkbox"/>
Communication/Public Relations	<input type="checkbox"/>	

### SECTION B: TOTAL QUALITY MANAGEMENT

#### Part 1: Leadership Competency

Please indicate your level of agreement with the following statements on leadership competency and Operational Performance of your organization. Use a Likert's scale of 1-5 where 1=Strongly disagree, 2= disagree, 3= not sure, 4= agree and 5 strongly agree.

Statement	1	2	3	4	5
I am aware of what I should do as a leader to promote the effectiveness of UNON					

I believe I have good experience in running the business into success					
My education level is adequate for the kind of business that I'm doing					
I have always embraced competency based and professional interactions with my customers and decision making in the firm					
I always focus on achieving the best results in my endeavors as a leader					
My leadership capabilities have helped transform the organization into one successful enterprise					

In your opinion, what are the other aspects of leadership that you have upheld in your firm to enhance operational performance? .....

.....  
.....

**Part 2: Employee Involvement**

Please indicate your level of agreement with the following statements on employee involvement and operational performance of your organization. Use a Likert's scale of 1-5 where 1=Strongly disagree, 2= disagree, 3= not sure, 4= agree and 5 strongly agree.

Statement	1	2	3	4	5
The views of the employees are sought before key decisions in the organization are made					
There are guidelines that show how employees should be involved in the organizational matters					
There are forums for engagement discussions between the management and the employees					
The employees have the freedom to raise their concerns to the management					
The employees are required to work in teams to ensure collaboration					
Through continuous involvement of the employees problem solving has been adequate in the organization					

Do you think employee involvement has a role to play in promoting the performance of your firm?..... Please explain .....

.....  
 .....

**Part 3: Customer Focus**

Please indicate your level of agreement with the following statements on customer focus and operational performance of your organization. Use a Likert’s scale of 1-5 where 1=Strongly disagree, 2= disagree, 3= not sure, 4= agree and 5 strongly agree.

Statement	1	2	3	4	5
Our customers are offered after-sale services upon transacting with the company					
Our customers have shown satisfaction with our company’s services and products					
Our company engages the customers in key aspects that affect them					
The customers in our company are always asked to give their views on the services rendered					
The company has a n active platform for keeping customer contacts					
Customers are frequently contacted to seek their experience with our company’s services and products					

In your opinion, what are the other aspects of customer focus that you have upheld in your firm to enhance competitiveness? .....

.....  
 .....

**Part 4: Continuous Improvement**

Please indicate your level of agreement with the following statements on continuous improvement and operational performance of your organization. Use a Likert’s scale of 1-5 where 1=Strongly disagree, 2= disagree, 3= not sure, 4= agree and 5 strongly agree.

Statement	1	2	3	4	5
Product selection in our organization is based on customer specification					
Product selection in our organization is demand driven					
Our products are well positioned for ease access by customers					
The packaging of our products is done in unique ways that are set towards attracting customers					
The company invests in research and development so as to improve in the quality of the products					
Through product differentiation the company is able to enhance its competitiveness					

In your opinion, what are the other aspects of continuous improvement that you have upheld in your firm to enhance operational performance? .....

.....  
 .....

**SECTION C: OPERATIONAL PERFORMANCE**

Please indicate your level of agreement with the following statements regarding the performance of your agency. Use a Likert’s scale of 1-5 where 1=Strongly disagree, 2= disagree, 3= not sure, 4= agree and 5 strongly agree.

Statement	1	2	3	4	5
Our organization has recorded reduced cost of services over the past two year					
The customers wait for lesser time before they are served as compared to the previous year					



We have enhanced the quality of the services offered at the institution					
The number of bureaucracies and processes have been reduced to enhance efficiency					
We have flexible services that allow customers with a wide range of choices					
The effectiveness of the agency to its mandates has increased over the past two years					

From your experience, what do you think should be done to promote the operational performance of your agency?

.....

.....

.....

# Evanson Njomo – Turnitin Report

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