

**TOTAL QUALITY MANAGEMENT IMPLEMENTATION BY  
LAW FIRMS IN NAIROBI COUNTY**

**BY**

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## **DECLARATION**

This study is my original work and has not been presented for a degree in any other University.

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### **Supervisor's Declaration:**

This study has been submitted for examination with my approval as the University Supervisor

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## **DEDICATION**

This research project is hereby dedicated to my wife, Rodah, My Son the Late Rodney, My daughters Rayana, & Rodellia Kubasu.

## **ACKNOWLEDGEMENT**

First of all, my sincere gratitude to everyone who participated directly and or indirectly in the initiation, execution, and completion of this research project. The scope of carrying out this study called on a lot integrated support, encouragement, and patience from my family, scholarly and professional supervision, advice, and guidance from my supervisor, Mrs. Zipporah N. Kiruthu who at all times was my tireless coach all through this study. While it is impossible to mention, recognize, and name all, allow me to simply say, “Thank you all, and God bless you plentifully”.

## ABSTRACT

TQM is today in business world considered as a strategic force which results in numerous benefits including: improved customer satisfaction, superior employee focus, enthusiasm, and decreased waste and enhanced overall performance. For a successful TQM implementation every function in the organization must be involved in the process with the management taking a leading role. Law firms in Nairobi County currently are faced with stiff challenges in many aspects and unprecedented change. The study aimed at investigating total quality management (TQM) implementation by law firms in Nairobi County. Three specific objectives were examined; to explore effectiveness of TQM implementation in law firms in Nairobi County; to evaluate the effect of TQM implementation on the satisfaction of customers of law firms in Nairobi County and to investigate challenges facing law firms in Nairobi County in TQM Implementation. The study reviewed theoretical and empirical studies on TQM. Descriptive design was used. Population of the study comprised of 600 law firms in Nairobi City County. A sample of 60 respondents was selected through a stratified proportionate sampling technique. The study employed both secondary and primary data. A questionnaire was administered to 60 law firms. Secondary data was collected from reports of Law Society of Kenya directories and law firms' websites. Both qualitative and quantitative data were used. Data was analyzed through the use of Statistical Package for Social Sciences (SPSS) computer software. Qualitative data was analyzed by use of thematic analysis. Quantitative data was presented through frequency distribution tables and in prose form for easy understanding. Qualitative data was presented in prose form as well. The study concluded that that law firms in Nairobi County have already implemented TQM practices to a great extent. The study found that TQM implementation lead to customer loyalty, reduction in complaints, increased customer referrals, and increased repeat orders. The concluded that lack of team work, lack of recognition and reward programs for quality efforts, and lack of training programs are the main challenges hindering successful TQM implementation. The study recommended that those policy makers should design appropriate TQM policies in relation to legal institutions and amend the policies to ensure that all the law firms in Kenya adopt TQM implementation practices. Also, the management of Law firms should come up with strategies that will facilitate effective communication, team work, training programs, and recognition and reward programs for quality efforts. Further, the study recommended that there is need to ensure that there are adequate experts in the law firms, the law firm should adopt employee empowerment and create learning and development programs

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## **LIST OF ABBREVIATIONS**

TQM	: Total Quality Management
ISO	: International Standards Organization
PDSA	: Plan, Do, Study, & Act
IRFC	: Individual Readiness for Change
SPSS	: Statistical Package for Social Sciences

# CHAPTER ONE: INTRODUCTION

## 1.1. Background to the Study

The globalization of market economies has wielded pressure on organizations to focus on sustainable competitive edge that is related to improvements of quality in terms of services as well as productivity (Hietschold, Reinhard & Gurtner, 2014). Contemporary markets are characterized by stiffening competition and ever changing customer expectations and demand thus organizations ought to come up with unique competitive strategies and produce goods and services that continuously meet and exceed demand and expectations. One of the management approaches that can be used to achieve and improve a sustainable quality culture is Total Quality Management (Nasim, Iqbal & Khan, 2014).

The concept and philosophy of Total Quality Management (TQM) came into existence in the 1970s when evolution of quality took a strategic shift from quality control to a strategic approach of quality to take care of the growing attention concern on quality. Today, many organizations are pursuing TQM implementation to supply products and services to meet their business results, and achieve their business goals and objectives (Zatzick, Moliterno & Fang, 2012). TQM is the quest for continuous improvement in the areas of price, reliability, quality, innovation, deficiency, and effectiveness of an entire business entity. TQM has evolved from many different management dimensions and improvement processes. It involves the cooperation of everyone in the organization and its associated business functions to produce goods and services which meet the needs of customers (Chuang & Tsai, 2015).

Bigliardi and Galati (2014) posits that in the world currently, TQM is a global strategic force, which may result in numerous business solutions as: customer satisfaction, superior personnel focus, and enthusiasm, decreased surplus materials, and enhanced business performance. TQM has thus materialized as a possible tool to improve the competence and effectiveness of legal services and practice provision and is becoming more and more important to the thriving of law firms (Chopra, 2012). Many legal institutions are directing their efforts toward TQM implementation for reducing costs and overall enhancement in the quality of the service rendered.

However it is argued that the dimensions of quality are not so well recognised in the legal sector. Further, there is also the mounting accord that customer satisfaction is a vital indicator of legal service quality and most legal firms providing for avenues to change the delivery of legal services through TQM implementation (Edward & Michael, 2013).

This study was grounded on the theory of total quality management, and Deming's theory of profound Knowledge, as advanced by Deming (1986), Juran (1974), and Ishikawa (1985). Deming (1986) establish that every part of the organization should work towards the same goal. It asserts TQM to be an all-inclusive in that it can only be conceived if it involves all functions in the organization, everyone who work there, and all the other firms and persons in the organizations supply chain. It identifies four interlocked assumptions essential for a successful TQM they include; people, quality, organizations, and senior management. The theory of profound knowledge is based on the appreciation of the systems theory in understanding the organization's inputs, processes, and its outputs, variation knowledge is meant to support in knowing the occurrence of variation and what causes them, knowledge theory to assist in implementation of key quality programs and psychology knowledge to better understand and support human behavior. Deming (2004) proposed 14 points as the principles of Total Quality Management. In line with Deming's theory, the procedure from the prevailing management fashion to quality requires a good understanding of systems and their related interactions within an environment.

Law firms are professional and business entities that provide legal services which secure the rights of individuals and organization and facilitate transactions in all businesses, whether private or public. Further, they contribute to government revenues through direct taxes such as income and value added taxes and generation of employment (Jarret, 2012). Law firms in Nairobi County are currently facing stiff challenges in many aspects of their work and unprecedented change in the legal industry. They are operating in a cut-throat competitive environment, which is as a result of the increase in the number of law firms operating in Nairobi County from 2 in 1902 to about 600 in 2016 ( Law Society of Kenya Report, 2015). The emergence and development of alternative legal services business structures, and alternative dispute settlement services, where legal services may also be provided by

non-lawyers and are substitutes of the traditional legal services, have contributed to the competitiveness in the industry (Sichangi, 2010). Cross border practice that is advocates from Uganda, Tanzania, and Kenya being able to run law firms in any of the three countries has increased the level of competitiveness in the industry (Law Society of Kenya, 2015).

### **1.1.1 Total Quality Management**

Total quality management is defined as a program that ensures that all tasks, functions, and activities necessary to design, develop, and supply a product or service are efficient with respect to the system and its overall business performance (Terziovski, 2006). TQM is not about managing and leading people alone, but also is to improve quality of goods and services produced and supplied to satisfy the customer. TQM should permeate the entire organization when it is being implemented (Yusof & Aspinwall, 2000). Orumwense (2014) argue that rather than wasting time doing quality inspection on products and services already completed, TQM impacts a philosophy of working correctly the first time. Total Quality Management (TQM) refers to management programs and tools used to improve quality and productivity in business organizations whether for profit or not. TQM is an all-inclusive system's approach that works vertically and horizontally in an organization, involving all functions, sections, employees, and extending backward and forward to include suppliers and customers in the supply chain (Hasan & Kerr, 2003).

Berry (2001), defines total quality management as a cohesive process to achieve competitive advantage through continuous improvement dimensions according to the needs of customer. Hellsten and Klefsjö (2000) define TQM as a complete system's approach as a corporate level strategy that works vertically and horizontally across functions and departments, involving all persons, and extend backwards and forwards to include the supply and value chains. According to Arumugam et.al (2009), TQM is a management program that encourages everyone in the company to focus on serving and delighting the customer. Claver-Cortés et.al (2008) defined total quality management as approach to management involving supported principles with sets of dimensions and techniques. Chopra (2012) defined TQM as coordinated functions, tasks or activities aimed at controlling and directing the organization towards quality. Notwithstanding, the variety of descriptions of TQM, most of them have the

following common terminologies; the fulfillment of customer needs, focus on precise products, services, or processes, improve business performance, and minimization of errors, and wastes.

### **1.1.2 Total Quality Management Implementation**

Hansson (2001) state that TQM implementation is allied with paybacks to both the organization and its clientele thus it is as a double sided competitiveness. According to Claver-Cortés et.al (2008), any organization can implement TQM regardless of size and business operations. Further they postulated that implementation process success depends on how well the firm understands processes and strategies approved. Hasan and Kerr (2003) argue that for an organization to successfully implement TQM the process must be firmwide, everyone, and every department in the organization involved in the process led by senior management.

According to Hellsten and Klefsjö (2000), TQM implementation is a sumptuous process that takes resources and time. Further they posit that TQM process must be initiated and managed by senior management. Hietschold, Reinhardt, and Gurtner (2014) found out that senior management must make available all resources needed in TQM implementation as well as the firm's structure and culture as required. According to Zatzick, Moliterno, and Fang (2012), TQM implementation focuses on meeting and exceeding customer needs through total involvement of all persons and through continuous improvement in the firm. The process of TQM implementation requires exception knowledge, skills, abilities, and team work that call for continuous employee learning, training, and development (Nasim, Iqbal, & Khan, 2014). Haffar, Al-Karaghoul, and Ghoneim (2013) identified six criteria practices that are essential for TQM implementation they include leadership and management, strategic, tactical and operational planning, customer attention, information and analysis, human resources management, and production and process management.

Madar (2015) TQM implementation is based on three core pillars; the TQM philosophy that comprises a set of TQM principles; the organizational culture (the originator that inspires TQM implementation), and TQM implementation barriers (the challenges that hamper effective TQM implementation). According to Bigliardi and Galati (2014), organizational culture and barriers play a crucial role in effective TQM implementation. In their energies to implement TQM, firms have extensively used



implementation tools, current standards, implementation action plans, techniques, but there is much less to show that organisations have definitely tried to minimize (or eliminate) the barriers (Chuang, Chen & Tsai, 2015).

### **1.1.3 TQM Implementation and Customer Satisfaction**

Customers' needs dictate the development of an organization's strategy. Terziovski (2006) noted out that customer focus is the underpinning principle for organizations to implement TQM programs. TQM Implementation is the integration of customer knowledge with other information and develop process plans to organize future actions to manage daily activities for desired business performance, and achieving company's future goals. The planning process is the connection that embraces together all TQM activities (Hasan & Kerr, 2003).

The organizations which intend to apply Total Quality Management must know that customers will only be satisfied, if they receive products and services that accomplish their needs, and are delivered at the right time, priced rightly for value of the customers' money (Chuang, Chen & Tsai, 2015). They also have techniques of process management that they use to develop business processes, involve everyone in the organization, make decisions based on facts, improve continuously, have the best strategic supplier alliances and partnerships, leaders and managers who are committed, and they exercise system approach management approach which will control the total costs, enhance lead times, increase quality of products and services, efficient and flexible, and service oriented (Sichangi, 2010). All these will enhance the organization's stability and capability in order to achieve and exceed customer expectations.

### **1.1.4 Law Firms in Nairobi County**

Law Firms are the offices and/or businesses established by advocates that carry on business as sole proprietorships or partnerships. Law firms in Nairobi County offers legal services that include: conveyance (preparation of documents relating to the transfer of immovable property), litigation (representing clients in court), incorporating companies, commercial work, intellectual property, registration, matrimonial matters, probate issues, and legal advice. There are about 5000 law firms operating in Kenya. Majority of them are in Nairobi County and are mainly sole proprietorships (Law Society of Kenya, 2015)

The law firms in Nairobi County are today faced with increased which competition poses a great threat to the growth and survival law firm. Cost or price based competition as a means of achieving competitive advantage is made difficult by the prohibition on undercutting (section 36 of the Advocates Act chapter 16 of the Laws of Kenya). Undercutting is charging fees below the prescribed minimum. In addition, advocates are prohibited from advertising their services by virtue of Rules 2 and 11 of the Advocates Practice Rules (Chapter 16 of the laws of Kenya) (Law Society of Kenya, 2015). This means that law firms cannot inform prospective clients of the services that they offer through. According to Sichangi (2010), the intangibility, similarity and the high credence qualities of the services provided by law firms, coupled with the fact that advocates are prohibited from advertising, makes it very difficult for clients to be made aware of the services offered by law firms and to evaluate the quality of services offered by law firms prior to making a purchase commitment

## **1.2 Research Problem**

As global competition continuously increase and with customers demanding more, it is forcing organizations to seek continuous improvement for enhanced degrees of flexibility and quality. Under these external pressures, organizations in various sectors consider quality and its management as one of the key elements to achieve competitiveness (Esteban-Ferrer & Tricás, 2012). Therefore, many organizations are employing and deploying quality practices. Among quality practices, TQM has received attention from many scholars and quality practitioners worldwide. Only an operational TQM process systematically leads to the production of goods and services with superior quality (Van der Wiele, Williams, & Dale, 2000). In any competitive market, the leading product with superior quality determines the success of a company. The victory of every quality management theory rests on its successful implementation in the whole company with everyone on board. However, TQM implementation is a complex and difficult process whose benefits are not easily realized (Madar, 2015). Studies show that many organizations have adopted and tried to implement TQM. Many of these organizations have failed to get the expected results for various reasons. According to Bigliardi and Galati (2014), organisations exist and work in different organizational systems which make them varied, composite, and living entities. This makes it unbearable to directly plunge into TQM

implementation without understanding the undercurrents of probable change connected with each organization.

Law firms in Nairobi County are facing numerous challenges. The main challenge is increased competition, which is as a result of the increased number of law firms in the industry. The increased competition poses a great threat to the growth and survival of law firms (Sichangi, 2010). The intangibility, similarity and the high credence qualities of the services provided by law firms, coupled with the fact that advocates are prohibited from advertising, makes it very difficult for clients to be made aware of the services offered by law firms and to evaluate the quality of services offered by law firms preceding to making a purchase obligation (Law Society of Kenya Report, 2015). The difficulty in evaluating services prior to making purchase covenants often means that customers must rely on signals of value such as the place and people to infer quality or the value that the service will create. Clients also rely on prior experiences to evaluate whether the guaranteed service will meet their anticipations (Jarret, 2012). According to Sichangi (2010), in most cases, clients are not aware of the services offered by the law firms and rely on referrals and word of mouth to make a purchase decision.

Studies done on TQM implementation have focused on construction industry, manufacturing industry, healthy industry, telecommunication industry, and tourism industry. Kasongo and Moono (2010) carried out a study on factors that lead to the success of implementing TQM in the Zambian Tourism Industry and shown quality practices of senior management, employee engagement in quality management programs, focus on the customer, focus on process and data quality management, effective quality tools, and focus on techniques implementation which greatly affect the company's performance. Orumwense (2014) examined the total quality management implementation in Nigerian organizations, and showed that the current position of TQM implementation in Nigeria's companies is encouraging considering the fact that management philosophy is relating new in the country. Fuzi (2011) carried a study on TQM Implementation in Libyan manufacturing firms and his findings were that TQM dimensions are not different in ISO-certified as well as in non-ISO certified firms and that there is insignificant difference between small, medium, and large sized companies.

Mumo (2015) carried a study on total quality management implementation and service delivery at Kenya power and revealed that leadership had a positive impact on TQM implementation and that key challenges in implementing TQM is, cascading the program to the bottom of the organization's pyramid. Chepkoech (2015) surveyed the factors influencing implementation of total quality management in manufacturing firms and concluded that senior management obligation, firm's culture, employee development, and effective communication are important factors that influence TQM implementation. Mui (2010) did a research on TQM implementation effects on the performance of microfinance institutions in Kenya and concluded that excellent performance level is not realized by organizations because organization focuses on current and future customer need. Also even though leadership and employee involvement are considered to have influence in the performance of organizations it has not been required level of attention. Performance of organizations has not been given maximum attention.

From the above, it was clear that there was no study done previous focusing on TQM implementation by law firms in Nairobi County. Thus the study sought to fill this gap by providing answers to the following research questions as: What is the effectiveness of TQM implementation by law firms in Nairobi County? What is the effect of TQM implementation on customer satisfaction in law firms in Nairobi County? What are the challenges facing law firms in Nairobi County during TQM Implementation?

### **1.3 Research Objective of the study**

The general objective of the study was to investigate total quality management (TQM) implementation by law firms in Nairobi County.

#### **1.3.1 Specific Research Objectives**

This study was steered by the following objectives;

- i. To explore effectiveness of TQM implementation in law firms in Nairobi County.
- ii. To evaluate the effect of TQM implementation on the satisfaction of customers of law firms in Nairobi County.
- iii. To investigate challenges facing law firms in Nairobi County in TQM Implementation.

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

The information of this study will ultimately benefit the management of law firms in Nairobi County by sensitizing on the role of TQM of the law firms' performance and aid in the smooth implementation of TQM. The study will provide appropriate information for the managing partners thus enabling them come up with action plans which will help improve legal services quality implementation, performance, and eventually prime to meet standards at domestic and foreign fronts thereby enhancing customer satisfaction.

The study will be useful to the policy makers regarding TQM implementation and also for the supervision of law firms in Nairobi County in efforts to mitigate occurrence of bad legal services and practice. This study has potential for reference in designing appropriate policies that will ensure law firms adopt TQM implementation practices. The findings of this study will also enable policy makers understand national TQM policies in relation to legal institutions and therefore come up with relevant amendments for the policies.

The research will provide valuable information regarding TQM implementation practices, and specifically customer satisfaction in law firms in Nairobi County. Since there is no adequate study that has been done in regard to TQM implementation by law firms in Nairobi County, this study will contribute to the availability of findings, analysis, conclusion, knowledge, and recommendations for use and further research in the legal industry in Kenya.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1.Introduction**

This chapter highlights critical and in- depth investigation on Total Quality Management Implementation. It evaluates theoretical and empirical studies based on the TQM implementation.

### **2.2.Theoretical foundations**

The study looks at the total quality management theory and the theory of profound Knowledge.

#### **2.2.1. Total Quality Management**

Total quality management theory can be traced to the works of Deming (1986), Juran (1974), and Ishikawa (1985) who sees TQM to include all organizational departments, all employee and suppliers. Deming (1986) establishes that enable all the functions of a company to work towards similar objectives. Juran (1974) saw TQM as the emphasis on how organization works with supplier aiming to prevent defects. According to Ishikawa (1985), the management of organization should steer committees and councils, to overcome sectionalism.

Suárez-Barraza and Ablanedo-Rosas (2014) explain that effective TQM focuses on quality, customer, role of top management and organizational culture. The costs of poor quality are the costs of developing processes that produce high-quality products and services (Masry, Hamido & Hilaly, 2015). Employees are more concerned with the quality of work they perform and thus tend to be motivated to improve it when provided with avenues for training and their ideas not ignored (Mehta & Seth, 2014).

Deming (1986) and Juran (1974) posit that cross-functional challenges should be dealt with collectively by the top management. According to Ishikawa (1985), each department in an organization should set its own objectives. Suárez-Barraza and Ablanedo-Rosas (2014) showed that quality is undeniably responsibility of top management. Quality improvement must begin with top management commitment since the senior managers are responsible in creating organizational systems (Mehta & Seth, 2014). Masry, Hamido, and Hilaly (2015) explain that it is essential to focus on customer satisfaction in order to achieve superior quality. Organization should

ensure customer requirements such as reliability, durability, and speed of service is assessed.

### **2.2.2. Theory of Profound Knowledge**

Proponents of theory of profound knowledge Deming (2004) see leadership commitment, positive organization culture, employee training, and proper communication system as the dominant determinants in successful implementation of TQM. This theory it is based on the notion that organizations are systems of interrelated processes and people. Mehta and Seth (2014) explain that employee success in an organization is depended on management's ability to coordinate the entire organizational system. Theory of profound knowledge focuses on system appreciation to understand the company's processes and systems, variation knowledge to understand the occurrence of variation and their causes, knowledge theory to understand quality programs and psychology knowledge to understand human nature.

According to Deming (2004), profound knowledge is generated from outside and only valuable if it is provoked and acknowledged with enthusiasm to learn and improve. It is incapable for a system to understand itself without external help. Further Deming (2004) showed that the journey from the prevailing management style to quality requires the understanding of systems. Quality is the optimization of performance of the components relative to the goal or aim of the system. Berry (2001) established that in order to sustain a continuous quality improvement organizations should first establish the aim; vision, mission, goals, or constancy of purpose of the system. Deming (2014) show that without aim, there is no system.

### **2.3.TQM Implementation Dimensions**

The basis for organization culture is its core values. The core values are connected to each other as organizational dimensions and or principles (Hellsten & Klefsjo, 2000). The core values vary in different organizations and time. Berry (2001) shows that different core values have been applied in implementing TQM. Different authors have attempted to include values when carrying out studies on TQM implementations.

#### **2.3.1 Focus on Customers**

Various studies have stressed on consistent, enduring focus on continuous improvement of client perceptions of quality and Customer focus to be an integral

part of TQM. According to Mehta and Seth (2014), organization cannot operate without customers and thus should take initiatives to ensure customer requirements are met. Nasim, Iqbal, and Khan (2014) stressed the significance of customer focus and thus organization should satisfy its customers and retain them in the long run.

### **2.3.2 Base Decisions on Fact**

Hellsten and Klefsjo (2000) explain that for organizations to maintain superior quality over its competitors it should not make decisions based on random factors rather it should make factual decisions. According to Bigliardi and Galati (2014), senior managers not speculate or use opinion as the basis of decision-making. Statistical tools should be utilized to ensure continuous quality improvement (Deming, 1976).

### **2.3.3 Focus on Processes**

Organizational activities are aimed at delivering products and services that satisfies it customers (Arumugam et. al, 2009). Process orientation comprises of aspects of organization structure, ownership, measurement, and customers. Implementing a process involves a commitment to its improvement (Bigliardi & Galati, 2014).

### **2.3.4 Improve Continuously**

Deming (2004) posits that for organizations to sustain superior quality it should participate in a continuous improvement of its production and service that satisfies its customers. Further, Deming (2004) explained that organization should use improvement cycle which comprises of four stages; plan, do, study and act (PDSA). If systematically planned it possible to for any activity to be improved (Hasan & Kerr, 2003).

### **2.3.5 Everybody be Committed**

In order for a quality strategy to be successful each and every person in an organization must be committed to satisfy their customers. The management should empower employee and involve them in decision making (Hanson, 2001). According to Arumugam et. al (2009), everyone in an organization should be mobilized in order to improve the quality of service.



### **2.3.6 Top Management Commitment**

Bigliardi and Galati (2014) identified a firm-wide, top-to-bottom and or institutional (instead of individual) approach to quality. Hasan and Kerr (2003) stated that it is the responsibility of these nor management team to create the organizational environment, atmosphere, values and behavior in which TQM can achieve its potential. Hietschold, Reinhardt, and Gurtner (2014) stressed the importance of top management commitment for success in promoting business efficiency and effectiveness. Further they stated that TQM must be truly organization-wide, and it must start at the top with the Chief Executive.

### **2.3.7 Strategic Supplier Relationship**

Hanson (2001) argues that this involves strategic Partnerships with suppliers and clients to facilitate communication, service delivery, and perceptions of improvement in the whole supply chain (Hanson, 2001). According to Arumugam et. Al (2009), organization should maintain a good relationship with its supplier as it enhances flexibility, optimization of costs, and resources employed, and speed of joint responses to changing market.

### **2.3.8 System Approach to Management**

Hasan and Kerr (2003) explain that organization must redesign their business processes not to be constrained by the existing ones. The organization system should be designed in such a way that it will make easy for the management to identify, understand, and manage interconnected operations thus enhancing organization's effectiveness and efficiency in achieving its objectives. Efforts should be focused on key processes (Hietschold, Reinhardt & Gurtner, 2014)

## **2.4.TQM Implementation and Customer Satisfaction**

Since mid-1980s TQM has been seen as a complete cure for a number of corporate and organizational issues including business and organizational performance of firms (Hietschold, Reinhardt & Gurtner, 2014). According to Hanson (2001), nowadays customers are more informed and demanding and as the business world shifts from product focus to customer focus, managers are focused on enhancing customer relations due to the realization of profitable and sustainable income growth results from enhanced customer relations.

Today, organizations have come to the realization that quality plays a critical role in sustain a competitive advantage. Due to this realization organizations have focus on customer satisfaction as quality is seen as the ability to meet and exceed customer expectations (Arumugam et. al, 2009). TQM implementation success is identified by customer retention, customer loyalty, reduction in complaints and increase in market share (Bigliardi & Galati, 2014).

## **2.5.Challenges of Total Quality Management Implementation**

During the implementation of TQM many organizations are faced by various challenges that create hindrance toward its successful implementation, this thus makes it difficult for an organization to offer quality services to the customers and other stakeholders (Bigliardi & Galati, 2014). According to Chuang, Chen, and Tsai (2015), managers are able to develop strategies that enable successful implementation of TQM practices if they understand the impediments that hinder its success. Several studies have identified challenges that affect success of TQM implementation. Claver-Cortés et al. (2008) showed that, lack of leadership commitment, poor planning, lack of team work, lack of appropriate training, adoption of invalid practices are the main barriers to successful TQM implementation. According to Hasan and Kerr (2003), poor organizational culture and inadequate resources hinder successful implementation of TQM.

Hellsten and Klefsjö (2000) posit that the main barriers to TQM implementation include resistance to change and short of bench marking. According to them companies should realize that benchmarking is a technique that is important in determining the company's strengths and weaknesses and that resistance to change can be overcome through training programs. According to Hietschold, Reinhardt, and Gurtner (2014), lack of customer orientation and inadequate resources for TQM hinders organizations from successfully implementing its TQM practices.

Mehta, Verma, and Seth (2014) explained that the major reason for failures in TQM implementation is that organizations do not fully carry out the implementation process but only implement those facets that are supported by their organization culture. Lack of employee empowerment makes them feel not part of decision making process thus do not involve themselves in quality improvement (Terziowski, 2006).

## **2.6. Empirical Literature Review**

Various studies both internally and locally have found mixed results on TQM implementation. Haffar, Al-Karaghoul, and Ghoneim (2013) examined the mediating effect of individual readiness for change in the relationship between organizational culture and TQM implementation in Syrian Manufacturing firms. Primary data through the use of questionnaires was used to collect data from 350 managers. The study concluded that adhocracy and group culture types are the most supportive cultures for TQM implementation

Mehta, Verma, and Seth (2014) evaluated TQM implementation in engineering education in India. They adopted Delphi technique to identify TQM principles. They identified 13 TQM principles. They used using interpretive structural modeling (ISM) methodology to develop a relationship among these principles. The study showed that quality mission, vision statement and leadership commitment possess higher driving power and thus should be given more attention for overall improvement in quality.

Masry, Hamido, and Hilaly (2015) assessed the relationship between TQM implementation, customer satisfaction and employee satisfaction in Alexandria hospitality industry, Egypt. Primary data through the use of questionnaire was used to collect data from four star and five star hotels. The study found that the hotel industry in Alexandria had no implemented TQM successfully because hotel managers had not realized TQM significance and also the importance of human factor, training, and turnover rate in the management of quality in hospitality

Kasongo and Moono (2010) examined factors leading to successful TQM implementation in the Zambian Tourism Industry. Data collection was through phone interviews and documentation. Data was analyzed through inductive reasoning approach. The study identified factors leading successful TQM implementation to include; employee involvement, top management involvement in quality practices, focus on customer satisfaction, appropriate quality tools and techniques implementation and process and data quality management. The study revealed that the factors significantly had positive effects to the organizations performance.

Fuzi (2011) investigated influence of contextual factors on TQM implementation in the Libyan industrial sector. The population of the study covered only 65 Libyan manufacturing companies. Both secondary and primary data were collected. The

study found that TQM dimensions are not different across ISO-certified and non-ISO certified companies. The study found that there is no significant difference on TQM elements between small and Medium and those of large organizations.

Mumo (2015) carried a study to establish the effect total quality management implementation and service delivery at Kenya power. The study adopted exploratory research design. Questionnaires were used as data collection technique. The study revealed that leadership had a positive impact on TQM implementation at Kenya Power Company. The study found that cascading the program to the bottom of the pyramid was the major challenge in TQM implementation.

Muia (2010) investigated on the effects of TQM implementation in performance of microfinance institutions in Kenya. The study adopted descriptive and quantitative data design. The main instruments in data collection used were semi-structured questionnaires targeting senior level management, senior business development officers, business development officers, and office assistants. The study concluded that excellent performance level is not being realized by the organization, organization focuses on current and future customer need, Leadership though considered to have influence in business performance of the organization has not been given the required level of attention. The study also concluded that employee involvement though considered to have influence in business performance of the organization has not been maximum attention.

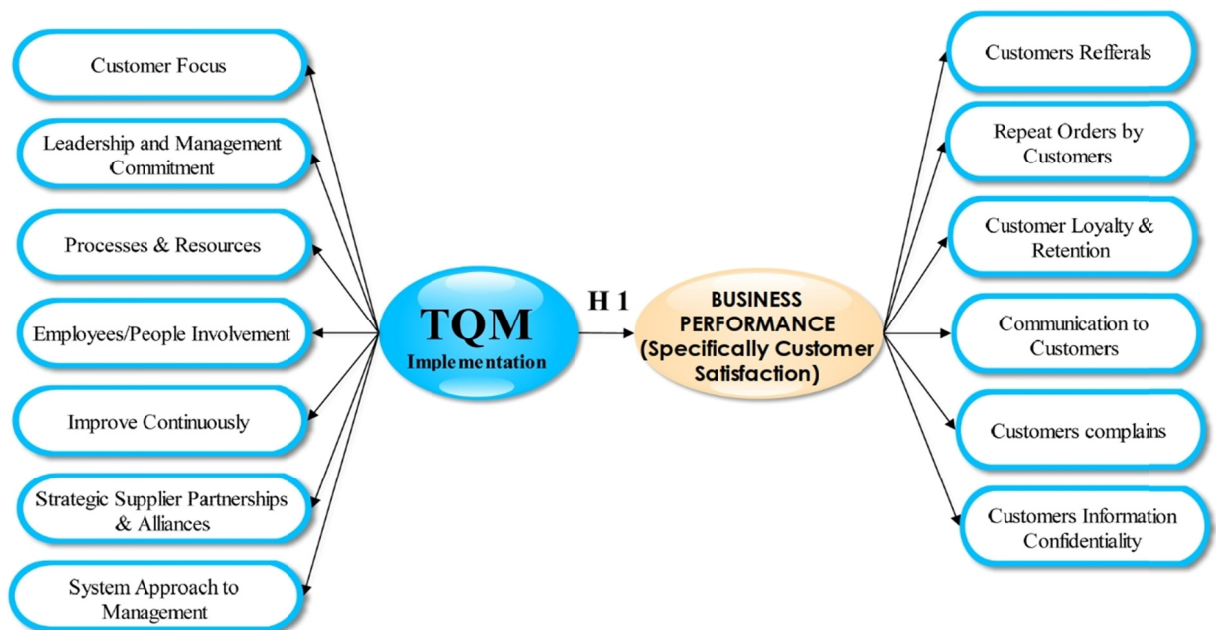
Chepkoech (2015) carried a study to investigate factors Influencing Implementation TQM in Manufacturing Firms in Bidco Oil Refineries Limited. A descriptive survey was used to assess factors affecting implementation of TQM in manufacturing firms. The target population in this study was 2900 employees. Primary data used. The study revealed that top Management Commitment was important in implementation TQM and that Top Management Commitment positively influences implementation of TQM. The study also established that organizational culture is a factor in implementation of TQM and that appropriate organizational culture positively influences implementation of TQM. The study revealed that Employee Training positively influences implementation of TQM. In addition, the study found that Communication is an important factor with positive influence in implementation of TQM.

## 2.7. Summary of the Literature Review

Several researchers have carried out comprehensive studies on TQM implementation in other sectors, such as, health care , service delivery, manufacturing and but none has looked at TQM implementation in law firms in Kenya. Since there is increased competition in this sector, there is a compelling need to look at TQM implementation by law firms in Kenya in this competitive environment. A knowledge gap therefore exists. This study is expected to provide insight local firms could use to weather the ever intensifying challenge of TQM implementation in the Kenyan firms. The study is also useful for international business for further investigation on TQM implementation in other countries or within certain specific sectors of the Kenyan organizations.

## 2.8. Conceptual Framework

The independent variables for the study were the effectiveness of TQM implementation, effects of TQM implementation on customer satisfaction and challenges of TQM implementation. The dependent variable was TQM implementation in law firms in Nairobi County.



**Figure 2.1 Conceptual Frame work**

The independent variable is reviewed to establish if a relationship exists between TQM Implementation and business performance in terms of customer satisfaction. It

is expected that TQM implementation has a positive correlation with customer satisfaction, since it is the customer who determines what the business is so long as it is meeting its customer needs (Hansson,2001).The business performance indicators for customer satisfaction was increased customer referrals, increased repeat orders, high number of loyal customers, effective communication, reduced customer complains, and increased customer information confidentiality as a motivation for the independent variable respectively.

### **Study Hypothesis**

H<sub>1</sub>: TQM implementation directly and positively influences business performance in terms of customer satisfaction

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter sketches and details methods used in this study which contains the research design, population of the research, sampling techniques, data collection instruments and procedures and data analysis and presentation.

### **3.2 Research Design**

This study deployed a descriptive research design. Cooper and Schindler (2006) defined a descriptive research as a study developed to depict the respondents in a precise way. Simply put as describing respondents who take part in the study. The descriptive research was conducted through a survey of handing questionnaires to respondents who filled them out thus gaining new insights, discovering new ideas, and increased knowledge of the occurrence. Descriptive design was selected because it was considered to be appropriate for the type of the objective of the study and the implied comparative analysis of TQM implementation by Law firms.

### **3.3 Population of the Study**

The target population of this study was 600 law firms that are located and operate within Nairobi County as per the Law Society of Kenya of 2014/2015 directory.

### **3.4 Sampling Technique**

This study employed a stratified sampling system to select every tenth law firm (10%) of the target population. Mugenda and Mugenda (2003), samples of approximately 10% of the population are often reliable. A stratified sampling method produces estimates of whole population elements with precision and warrants a more representative sample is reached from a relatively homogenous populace. Stratification aims to reduce derived standard error by ensuring some degree of control over variance. The study used a proportionate stratification to ensure that the sample size of each stratum was balanced to the population size of the stratum. Each stratum had the same sampling fraction and hence the sample size of this study was  $60 = (600/10)$  respondents.

### **3.5 Data Collection Procedures**

Data was collected from two main sources as primary and secondary sources. In primary sources, data was gathered through the use of questionnaires. In secondary sources, data was collected from reports of law society directories and on the websites of the sampled law firms. The questionnaires having both closed - ended and open - ended questions were administered to the managing partners and or partners and or associate partners of the selected law firms. The closed-ended questions give precise information which minimize information bias and facilitate data analysis (Greener, 2008). This informed a Likert scale which was based on a five point rating, ranging from strongly disagree to strongly agree. Open - ended items were used because they normally give respondents freedom to express freely their views and or opinions and also to make propositions.

The questionnaire had four sections. Section (A) was on demographic information, Section (B) was to investigate effectiveness of TQM implementation in law firms, Section (C) was evaluate the effect of TQM implementation on customer satisfaction, and finally Section (D) was explore Challenges in TQM implementation by the law firms.

### **3.6 Data Analysis and Presentation**

Data analysis involves reduction of collected data to a controllable size, developing summaries, looking for patterns and applying statistical techniques. The questionnaires in this study generated both qualitative and quantitative data. Since data for this study was both qualitative and quantitative, both descriptive and thematic analysis techniques were employed. Before dispensation to the responses, the completed questionnaires were edited for completeness and consistency. The collected quantitative data was analyzed by the use of descriptive statistics using SPSS computer software version 20 which allowed the Researcher to trail clear established procedures of quantitative data analysis that led to increased data integrity, validity, and reliability and demonstrated the relationship between the research variables in the study. Qualitative data was analyzed by use of thematic analysis and the results were presented in a prose form in line with Specific Objectives. Quantitative data was presented through frequency distribution tables and in prose form for easy understanding. Qualitative data was presented in prose form as well.



## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS

### 4.1 Introduction

This chapter presents and interprets the primary data obtained from the field. Descriptive statistics have been used to discuss the findings.

#### 4.1.1 Response Rate

The study used a sample of 60 respondents. Out of the 60 questionnaires administered to the respondents 44 were returned. As illustrated in Table 4.1 below this represented 73.3% of the sampled respondents hence total respondents used in this study were 44.

**Table 4.1 Response rate**

	Frequency	Percentage
Questionnaire sent	60	100
Questionnaire returned	44	73.3

**Source: Primary data**

### 4.2 Demographic information

The researcher asked the respondents to indicate their gender, age, education level, level in the firm and period worked with the firm. Their responses are discussed in the subsection below.

#### 4.2.1 Respondents' Gender

**Table 4.2: Respondents' Gender**

	Frequency	Percentage
Male	26	59.1
Female	18	40.9
Total	44	100.0

**Source: Research findings**

The researcher asked the respondents to indicate their gender, as presented in Table 4.2 above 59.1 were male and 40.9 were females. This showed that there were more male than female respondents.

#### 4.2.2 Respondents' Age

**Table 4.3: Respondents' Age**

	Frequency	Percentage
18-25	3	6.8
26-35	27	61.4
35-50	12	27.3
above 50	2	4.5
Total	44	100.0

**Source: Research findings**

The researcher asked the respondents how old they were, as presented in table 4.3 above majority of the respondents (61.4) were aged between 26-35 years, 27.3% of the respondents were aged between 35-50 years. 6.8% of the respondents indicated that they were aged between 18-25 years while the least response of 4.5% aged above 50 years. The study thus established that majority of the respondents were old enough to provide sufficient information on TQM implementation.

#### 4.2.3 Education Level

**Table 4.4: Education Level**

	Frequency	Percentage
Degree	22	50.0
Masters	18	40.9
PhD	2	4.5
Others	2	4.5
Total	44	100.0

**Source: Research findings**

The researcher asked the respondents to indicate the level of education. As shown by table 4.4 above 50% of the respondents had degree certificates while 40.9% had master's degree certificate. 4.5% of the respondents revealed that they had PhD certificate. A similar frequency of 4.5% was noted to the respondents who indicated that they held other educational qualification such as postgraduate diploma and higher diploma. These

findings asserted that majority of the respondents were educated to provide adequate information on the objectives of the study.

#### 4.2.4 Level in the Firm

**Table 4.5: Level in the Firm**

	Frequency	Percentage
associate partner	17	38.6
Partner	17	38.6
managing partner	4	9.1
senior partner	6	13.6
Total	44	100.0

**Source: Research findings**

The researcher asked the respondents the level they hold in the firm, as illustrated in Table 4.5 above 38.6% were associate partner and partners respectively. 13.6% of the respondents were senior partners and 9.1% were managing partners. This implied that respondents were well dispersed according the level they hold in the firm.

#### 4.2.5 Period Worked in the Firm

**Table 4.6: Period Worked in the Firm**

	Frequency	Percent
1-5	19	43.2
6-11	15	34.1
12-17	5	11.4
over 18	5	11.4
Total	44	100.0

**Source: Research findings**

The study sought to establish the period to which the respondents have worked with the law firms researched on. As shown in Table 4.6 above 43.2% had worked with their current law firm for a period between 1-5 years. 34.1% admitted that they have worked with their firms firm for a period between 6-11 years. 11.4% had worked in their current

firms for a period between 12-17 and over 18 years respectively. This indicated that the respondents had worked with their firm for a sufficient period of time to provide adequate information on TQM implementation.

### **4.3 Effectiveness of Implemented TQM Practices**

#### **4.3.1 Respondents' Understanding of TQM**

The researcher asked the respondents what they would say in their own words about what TQM meant. The respondents defined TQM as a system of management that ensures quality improvement of services that the firm offers. The respondents indicated that TQM is the merging of internal process to increase efficiency. According to the respondents, TQM is a system which an organization adopts in management of the firms activities. Further the respondents established that TQM is a management technique that involves the commitment of every employee. The respondents indicated that TQM is a collection of initiatives adopted to ensure homogenous operation of the firm in an effective and meaningful manner. These findings are consistent with the findings of Hellsten and Klefsjö (2000) who established that TQM is system approach and an integral part of high level strategy which involves the commitment of everyone involved in an organization.

The study noted that respondents viewed TQM as the standards of management established through benchmark and internal work culture that the firm has. The respondents revealed that TQM involves client focus and satisfaction, clear co-ordination between partners, associate and support staff and compliance with legal regulation. TQM is the composite use of resources to achieve goals and a timely service and quick feed backs. According to the respondents TQM is where an individual/group of people go over and over to produce high quality terrine to its clients/customers and involving effective office management. TQM is how an organization improve its internal processes to improve the level and quality of services if offers its client. The respondents revealed that TQM is the proper administration and control over the operations of the firm to ensure delivery of quality services to the client to their satisfaction and subsequent in profit for the firm. This confirm the findings of Arumugam et.al (2009) who found that TQM is a management process that encourages management and staff to exclusively focus on customer satisfaction

### **4.3.2 Respondent's TQM Practices**

The study sought to establish some of the TQM practices/ dimensions implemented by the respondent's law firm. The respondents admitted that they practiced a darling customer service and quality policy. The study noted that most of law firms involved their staff in decision making. According to the respondents' reward of quality effort and assigning partners to manage each client was practiced in their law firms. Further the respondents revealed that TQM practice that worked best for them was having policy documents setting out standards expected. The findings concur with Hasan and Kerr (2003) who postulated organization can improve their activities by appropriately planning and implementing their improvement practices after evaluating their current practices.

The respondents revealed that their law firms had committee such as marketing committee to handle information to clients. In addition they admitted to practice prompt updates to clients on their matters and giving customer feedback. According to the respondent's team deliberation, communication, customer focus and quality policy generation was the main TQM dimensions in their law firms while continuous training of all associate and partners was practiced. The respondents indicated that service level agreements, benchmarking, and mentorship both within the firm and outside were practiced. Also, monitoring and evaluation, staff appraisal and feedback, standard forms of document, specialization, and quality team were practiced by the respondent's law firms. The law firm's has established a corporate governance structure and top law training center made for capacity building. This is consistent with Cortés et.al (2008) who established irrespective of the size of the firm any organization can implement TQM practices successful only if they understand the process and strategies adopted.

### 4.3.3 TQM Practices Implemented

**Table 4.7 TQM Practices Implemented**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
leadership commitment to quality	44	4.54	.503
policy development for quality	44	4.15	.713
empowerment/employee involvement in quality decisions	44	4.25	.614
effective communication by law firm	44	4.06	.873
team work in the law firm	44	4.30	.631
recognition and reward programs for quality efforts in the law firm	44	3.82	.946
Personnel training	44	3.59	.947
learning and development in law firm	44	3.48	1.190
we focus on legal services processes	44	4.11	.784
self-assessment is done in the law firm	44	3.59	1.018
quality control tools used all the time	44	3.77	.803
cost of quality process is law	44	3.45	1.021
documented quality management system in our law firm	44	3.90	.801
strategic supplier management	44	3.93	.759
customer relationship management	44	4.22	.677
Valid N (listwise)	44		

**Source: Research findings**

The researcher sought to establish the level to which the respondents were in agreement with the statements on TQM practices that their firms already implemented. As presented in table 4.7 above the respondents agreed that TQM practices have already been implemented in their law firms with the highest being leadership commitment to quality (Mean=4.54) followed by team work in the law firm (Mean=4.30), empowerment and employee involvement in quality decisions (Mean=4.25), customer relationship (Mean= 4.23), policy development for quality (Mean = 4.16), focus on legal services processes (Mean= 4.11), effective communication by law firm ( Mean =4.07), strategic supplier management (Mean= 3.93), documented quality management system in the law firm (Mean =3.90), recognition and reward programs for quality efforts (Mean= 3.82), quality control tools used all the time ( Mean = 3.77), personnel training (Mean=3.59) and self-assessment is done in the law firm (Mean = 3.59). The low variations in standard deviation implied that TQM practices cut across all the law firms researched on. The study

noted that respondents never agreed nor disagreed that learning and development in law firm was already practiced in their firms (Mean=3.48). These findings are in line with the findings of Chepkoech (2015) who revealed that top management commitment, organizational culture, Employee Training positively and Communication positively influences implementation of TQM.

#### **4.4 TQM Implementation on Customer Satisfaction**

##### **4.4.1 Customer Satisfaction**

The researcher asked the respondents if customer satisfaction was everyone's business in the firm, as presented in table 4.8 below 84.1% admitted that customer satisfaction was everybody's business in the respondents' law firms. 15.9% were of contrary opinion. The findings thus indicated that everyone in the firm was involved in decision. This concurs with Hanson (2001) who revealed that for an organization quality to strategy to be successful top management and employee should focus on customer satisfaction.

**Table 4.8: Customer Satisfaction**

	Frequency	Percentage
Yes	37	84.1
No	7	15.9
Total	44	100.0

**Source: Research findings**

#### 4.4.2 Effects of TQM Implementation on Customer Satisfaction

**Table 4.9 Effects of TQM Implementation on Customer Satisfaction**

	N	Mean	Std. Deviation
increased customer referrals	44	4.43	.62497
increased report orders	44	4.50	.62877
High number of loyal customers	44	4.34	.74532
effective communication	44	4.18	.69123
reduced customer complains	44	4.20	.66750
increased customer information confidentiality	44	4.29	.66750
increased relationship with our customer	44	4.43	.69542
increased in the number of customers	44	4.29	.70148
Valid N (listwise)	44		

**Source: Research findings**

The researcher sought to establish to what level the respondents reflected their views on whether TQM implementation had effects on statements of customer satisfaction illustrated in Table 4.9 above. The respondents agreed that implementing TQM results to increased report orders (Mean= 4.50), increased customer referrals (Mean=4.43), increased relationship with customers (Mean =4.43), high number of loyal customers (Mean=4.34), increased in the number of customers (Mean=4.29), increased customer information confidentiality (Mean=4.29), reduced customer complains (Mean=4.20) and effective communication (Mean=4.18).The low standard deviations implied that respondents held similar view. The findings concur with Nasim, Iqbal, and Khan (2014) who found that for an organization to be successful in any aspect it should satisfy its customers, take measures to retain customers in the long run and achieve higher customer satisfaction than its competitors



#### 4.5 Challenges in the implementation of TQM practices.

**Table 4.10 Challenges Faced In Implementation Of TQM**

	Frequency	Percentage
lack of leadership commitment in our law firm	4	9.1
lack of policy and procedures on quality	1	2.3
lack of empowerment/employee involvement in quality decisions	1	2.3
lack of effective communication	3	6.8
lack of team work	5	11.4
there is no recognition and reward program for quality efforts	5	11.4
no training programs	5	11.4
no learning and development programs	1	2.3
lack of process focus	2	4.5
seldom self-assessment	4	9.1
lack of quality control tools knowledge	1	2.3
high cost of quality process	2	4.5
there is no documented quality management system or quality policy	1	2.3
poor supplier management	2	4.5
lack of resources to implement TQM	4	9.1
lack of quality experts in the law firm	3	6.8
Total	44	100.0

**Source: Research findings**

The researcher sought to establish what challenges the respondents' law firms faced in the implementation of TQM. As presented in Table 4.10 above lack of team work (11.4%), lack recognition and reward programs for quality efforts (11.4%) and lack of training programs (11.4%) were the major challenges that the firms faced. This is followed by lack of leadership commitment(9.1%), seldom self-assessment(9.1%), lack of resources to implement TQM (9.1%), lack of effective communication (6.8%), lack of quality experts in the law firm (6.8%), lack of process focus(4.5%) , high cost of quality process(4.5%), lack of policy and procedures on quality (2.3%), lack of empowerment/employee involvement in quality decisions (2.3%), no learning and development programs(2.3%), lack of quality control tools knowledge (2.3%) and there is no documented quality management system or quality policy (2.3%). This concurs with Claver-Cortés et al. (2008) who found that challenges faced by organizations when implementing TQM include; lack

of leadership commitment, lack of training , poor planning, lack of team work and adoption of invalid practices.

## **CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This Chapter highlights summary, conclusions and recommendations of the main findings on total quality management (TQM) implementation by law firms in Nairobi County.

### **5.2 Summary of the Findings**

#### **5.2.1 Effectiveness of Implemented TQM Practices**

The study found that TQM is a management structure involving full commitment of everyone in an organization in maintaining high quality standards and the merging of internal process to increase efficiency. Further the study established that TQM is customer focus and ensures customer satisfaction involving co-ordination between partners, associate and support staff and compliance with legal regulation. The findings were in line with Berry (2001) who found that TQM is a process that if implemented enhances organization achieve competitive advantage.

The study established that most of the law firms in Nairobi County had established the following TQM practices; customer focus, quality policy generation, benchmarking, staff training and appraisal, effective communication, monitoring and evaluation, proper documentation and team work. This is consistent with the findings of Mehta, Verma, and Seth (2014) who revealed quality mission, vision statement, visionary leadership and top management commitment should be given more attention as they possess higher driving power for overall improvement in quality.

The study also found that leadership commitment is already being practiced by majority of the law firms in Nairobi County. This is followed by team work, empowerment and employee involvement in quality decisions customer relationship, policy development for quality, focus on legal services processes, effective communication, strategic supplier management, documented quality management system, recognition and reward programs for quality efforts, quality control tools, personnel training, self-assessment is done in the law firm, learning and development in law firm and cost of quality process is low. These findings are in line with the findings of Chepkoech (2015) who revealed that top management commitment, organizational culture, Employee Training positively and Communication positively influences implementation of TQM.

### **5.2.2 TQM Implementation on Customer Satisfaction**

The study noted that customer satisfaction involved everyone in the law firm and thus required commitment of each and every person. This was earlier documented by Hanson (2001) who revealed that for an organization quality to strategy to be successful top management and employee should focus on customer satisfaction.

The study established that TQM implementation resulted to increased report orders followed by, increased customer referrals, increased relationship with customers, and high number of loyal customers, increased in the number of customers, and increased customer information confidentiality, reduced customer complaints and effective communication. The findings concur with Nasim, Iqbal, and Khan (2014) who found that for an organization to be successful in any aspect it should satisfy its customers, take measures to retain customers in the long run and achieve higher customer satisfaction than its competitors

### **5.2.3 Challenges in the implementation of TQM practices.**

The study found that law firms in Nairobi County are faced by various challenges when implementing TQM implementation. The main challenges faced by the firms are lack of team work, lack of recognition and reward programs for quality efforts and lack of training programs. Other challenges that they face are; lack of leadership commitment, seldom self-assessment, inadequate resources, ineffective communication, lack of quality experts, lack of process focus, high cost of quality process, lack of policy and procedures on quality, lack of empowerment/employee involvement in quality decisions, no learning and development programs, lack of quality control tools knowledge and there is no documented quality management system or quality policy. This concur with Claver-Cortés et al. (2008) who found that challenges faced by organizations when implementing TQM include; lack of leadership commitment, lack of training , poor planning, lack of team work and adoption of invalid practices. Hasan and Kerr (2003) who revealed that the failure to modify the organizational culture, lack of quality improvement and lack of sufficient resources hinder the successful implementation of TQM.

### **5.3 Conclusion**

The goal of this research was to investigate TQM implementation by law firms in Nairobi County. The study found that TQM implementation is process involving continuous

review and improvement of practices by focusing on customers. Therefore the study concludes that law firms in Nairobi County have already implemented TQM practices to a great extent.

Customer satisfaction was confirmed to be everyone's business. The study revealed that TQM implementation enhanced customer relations, customer retentions and increase in market share. The study found that TQM implementation lead to customer loyalty, reduction in complaints, increased customer referrals and increased report orders.

The study found that firms were faced by various challenges when implementing TQM practices. The study therefore concludes that lack of team work, lack of recognition and reward programs for quality efforts and lack of training programs are the main challenges hindering successful TQM implementation.

#### **5.4 Recommendations**

The study recommends that policy makers should design appropriate TQM policies in relation to legal institutions and amend the policies to ensure that all the law firms in Kenya adopt TQM implementation practices.

The study recommends that the management of Law firms should come up with strategies that will facilitate effective communication, team work, training programs, and recognition and reward programs for quality efforts

The study recommends that there is need to ensure that there are adequate experts in the law firms, the law firm should adopt employee empowerment and create learning and development programs.

#### **5.5 Limitations**

The study was limited to a sample of 60 law firms in Nairobi County where a good number of law firms were not easily accessible due to lack of pre-call for appointment, and hence drop & pick was employed in some leading to delays in response.

Lawyers are considered to be very busy individuals, thus data accessibility was the main challenge as it proved difficult to get to the respondents and when approached they were reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image.

Time and resources allocated for this study was limited and therefore did not allow for in-depth investigation through interviews with the law firm management. Being a descriptive research, the study was subjected to the possibility for error and subjectivity.

### **5.6 Areas for further Research**

This study focused on TQM implementation by law firms in Nairobi County, further studies should be carried out in law firms in other counties to see if they give similar results.

Similar study should be done in other disciplines of Management Science (Operations Management) in other professional services markets of Engineering, and Auditing Firms, specifically professional services quality management, professional services processes, professional services project management, professional services process outsourcing, and managed services.

Other studies should be done in linking TQM dimensions in the entire ecosystem of the professional services industry and its uniqueness in service packaging, processing, and delivery to find out whether the study will give the same results.

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**APPENDICES:**

**Appendix I: Research Questionnaire**

**SECTION A:**

**DEMOGRAPHIC INFORMATION (tick where appropriate).**

1. Indicate the Name of Your Law firm.....Year established.....No. of partners.....No. of Branches.....
2. Indicate your gender  
Male (    )      Female (    )
3. Indicate Your Age  
18-25 years      (    )  
26 -35years      (    )  
35 -50 years      (    )  
Above 50 years      (    )
4. Indicate Your Educational level  
Degree      (    )  
Masters      (    )  
PHD      (    )  
Other .....
5. What is your level in the firm?  
Associate partner      (    )  
Partner      (    )  
Managing Partner      (    )  
Senior Partner      (    )
6. How long have you worked with your Law Firm?  
1-5 years      (    )  
6-11years      (    )  
12-17 years      (    )  
Over 18 years      (    )

**SECTION B:**  
**EFFECTIVENESS OF IMPLEMENTED TQM PRACTICES**

7. In your own words what does Total Quality Management means to you?

.....  
 .....  
 .....

8. List some of the TQM Practices/Dimensions implemented by your Law Firm

.....  
 .....  
 .....

9. Kindly tick the area which reflects your view about your law firm from strongly agrees to strongly disagree. These TQM practices are already implemented in your law firm, do you agree or not?

No	TQM Practices at your Law Firm	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Leadership Commitment					
2	Policy Development					
3	Empowerment/Employee involvement in Quality Decisions					
4	Effective Communication					
5	Teamwork					
6	System for recognition and reward of Quality efforts					
7	Training,					
8	Learning & Development					
9	Managing by Process focus					
10	Self-assessment					
11	Quality Control Tools used all the time					
12	Cost of quality process					
13	Documented quality management system					
14	Supplier Management					
15	Customer Management					

**SECTION C:**  
**EFFECT OF TQM IMPLEMENTATION ON CUSTOMER SATISFACTION**

10. Is customer satisfaction everybody's business in your law firm?

Yes (     )     No (     )

11. Kindly rate on a scale of 5 to 1 to reflect your view about whether TQM Implementation has the following Customer Satisfaction effects on your law firm from (5) strongly agree to (1) strongly disagrees.

No	TQM Implementation–Customer Satisfaction Performance Indicators	✓ Tick ()				
		5	4	3	2	1
1	Increased customer referrals					
2	Increased repeat orders					
3	High number of loyal customers					
4	Effective communication					
5	Reduced customer complains					
6	Increased customer information confidentiality					
7	Increased relationship with our customers					
8	Increase in the number of Customers					

**SECTION D:**

**CHALLENGES IN THE IMPLEMENTATION OF TQM PRACTICES**

12. Kindly tick the area which reflects your view on the Challenges you faced in the implementation of TQM

No	TQM Implementation Challenge	✓ Tick ()
1	Lack of Leadership Commitment	
2	Lack of Policy and Procedures	
3	Lack of Empowerment/Employee involvement in Quality Decisions	
4	Lack of Effective Communication	
5	Lack of Teamwork	
6	There is no System for recognition and reward of Quality efforts	
7	No Training Programs	
8	No Learning & Development Programs	
9	Lack of Process focus	
10	Seldom Self-assessment	
11	Lack of Quality Control Tools knowledge	
12	High Cost of quality process	
13	There is no Documented quality management system	
14	Poor Supplier Management	
15	Poor Customer Management	
16	Lack of Resources	
17	Lack of Quality Experts in the Law Firm	

*Thanking for your valued participation*

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