TOTAL QUALITY MANAGEMENT AND SERVICE DELIVERY AT
WORLD VISION KENYA

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DECLARATION

This research project is my original work and has not been presented for examination in any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This work is dedicated to my mother, Ms. Margaret Khalibwa Ambeba.
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I wish to register my appreciation to all who contributed to the successful completion of this research project in one way or another. My gratitude goes to the almighty God who has been my guide throughout. My gratitude also goes to the management and staff of University of Nairobi, School of Business (Ambank and Lower Kabete) for providing the environment conducive for academic excellence. Special thanks to my supervisor Professor Evans Aosa for his invaluable guidance and motivation. Finally I would like to thank my family for their support.

God bless you.
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ABBREVIATIONS AND ACRONYMS

- TQM - Total Quality Management
- NGO - Non-governmental organizations
- BS - British Standard
- ISO - International Standardization Organization
- EFQM - European Foundation for Quality Management
- BQF - British Quality Foundation
- SPSS - Statistical Packages For Social Science
- SPC - Statistical Process Control
- PDCA - Plan, Do, Check, Act
ABSTRACT

The NGO sector is getting competitive every day. In order to be successful, Total Quality Management (TQM) has been proposed to improve organization performance. Despite the recent research efforts on effects on Total Quality Management, little work has been done on effects of Total Quality Management on Service Delivery particularly in the NGO sector. This study sought to establish the effects of Total Quality Management implementation on Service Delivery at World Vision Kenya. The objectives of this study were to determine the effect of TQM implementation on Service Delivery at World Vision Kenya and to establish the challenges facing the implementation of TQM at World Vision Kenya. This study adopted a case study research design. An interview guide was used as a data collection tool during the face to face interview with managers in various departments namely: Finance, Administration, Procurement, Human Resources, Capacity Building and IT. Data analysis was done through content analysis. The finding of this study reveals that leadership had a positive impact on TQM implementation at World Vision Kenya. It was also noted that World Vision Kenya was client oriented and that it practices TQM to a very large extent. The study findings also revealed that TQM on customer satisfaction was practiced to a moderate extent. The research findings revealed that the major challenge in TQM implementation is cascading the program to the bottom of the pyramid. The study concluded that strategic management in any organization is a crucial factor in efficient and effective leadership for successful functioning. The study recommends that emphasis should be put on the incorporation of all the principles of TQM for successful implementation of TQM and for the success of the organization. The study also recommends that firm should establish their quality management systems according to the requirement of ISO 9000 effectively for effective TQM implementation and for the success of the firm. The study suggests that further research to be done on challenges affecting implementation of TQM within organizations, especially NGO’s.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study
The introduction of Total Quality Management has played an important role in innovations and development of contemporary management practices. Quality is considered as a key strategic factor in achieving business success. In order to enhance the competitive position and improve business performance, companies worldwide, large and small, manufacturing and service, have applied the principles of Total Quality Management (Dean and Evans, 1994).

Total Quality Management (TQM) is a quality improvement body of methodologies that are customer-based and service oriented. TQM was first developed in Japan, and then spread in popularity. However, while TQM may refer to a set of customer based practices that intend to improve quality and promote process improvement, there are several different theories at work guiding TQM practices. This study is rooted in Deming's theory of Total Quality Management which rests upon fourteen points of management he identified, the system of profound knowledge, and the Shewart Cycle (Plan-Do-Check-Act). Philip Crosby is another person credited with starting the TQM movement. He made the point, much like Deming, that if you spend money on quality, it is money that is well spent.

TQM is applicable to any organization irrespective of size and industry. The current trend shows that Non-Governmental Organizations (NGO’s) are fast adopting TQM in order to make them effective in meeting their objectives. World Vision Kenya, one of the NGOs in Kenya, increasingly plays an important role in national development. It serves as a funnel for development funds both from individual donors in wealthy countries and from bilateral aid agencies. To enhance service delivery and donor confidence, World Vision Kenya has successfully implemented TQM. This has turned to be a strategic force at World Vision Kenya, which has resulted in numerous benefits including: accountability, improved client satisfaction, superior employee focus and enthusiasm, decreased waste and enhanced overall performance and service delivery.
1.1.1 Concept of Total Quality Management

TQM is the highest level of quality management. It is concerned with the management of quality principle in all the facets of a business including customers and suppliers (Dale et al, 1994). Total Quality Management (TQM) involves the application of quality management principles to all aspects of the organization, including customers and suppliers, and their integration with the key business processes. It is an approach which involves continuous improvement by everyone in the organisation. TQM is a principle which involves the mutual cooperation of everyone that aids the business process of an organisation and involves all the stake holders of an organisation. Dale et al, (1994) cites ‘TQM is defined as a philosophy embracing all activities through which the needs and expectations of the customer and the community and the objectives of the organisation are satisfied in most efficient and cost effective way by maximising the potentials of all employees in a continuing drive for improvement.’

TQM is a management philosophy that seeks to integrate all organizational functions that is marketing, finance, design, engineering, and production, customer service, to focus on meeting customer needs and organizational objectives (Adam, Flores & Macias, 2001). It views an organization as a collection of processes and maintains that an organization must strive to continuously improve these processes by incorporating the knowledge and experience of workers.

TQM is an approach to improve competitiveness, effectiveness, and flexibility of an organization for the benefit of all stakeholders. It is a way of planning, organizing each activity which is made up of a number of practices like customer focus, top management commitment, employee training, employees involvement, process management, supplier teaming, benchmarking, continuous improvement, quality measurement, quality audit, quality planning and leadership. These practices provide an efficient and effective way to improve quality within an organization helping not only to achieve the set objectives.

1.1.2 Service Delivery

Customer service has become a distinct component of both product and service sectors and with the developments in information technology many organizations find
demanding and knowledgeable clients. The worldwide trend toward service quality was initiated in the 1880’s when businesses realized that a quality product, in itself, is not guaranteed to maintain competitive advantage (Van Der Wal et al., 2002).

Many researchers recognize that service quality can bring an organization a lasting competitive advantage. Quality of services can be the difference between success and failure in both service and manufacturing firms. Service quality, customer satisfaction and customer value have become the main concern of both manufacturing and service organizations in the increasingly intensified competition for customers in today’s customer-centred era (Wang et al., 2004).

As a result, many organizations are paying increasing attention to improve service quality. Service quality improvements will lead to customer satisfaction and cost management that result in improved service delivery (Stevenson, 2002). Literature suggests that TQM can be usefully deployed in the Non-Governmental Organizations.

1.1.3 Non-Governmental Organization (NGO’s) in Kenya

Non-governmental organizations (NGOs) are voluntary and autonomous organizations whose life exists between the citizens on one hand and the state and market on the other. NGOs, though generally founded out of private initiatives can also be public entities benefiting the other person. They can be “client-oriented” versus “member-oriented” organizations.

In Kenya, most non-Governmental Organizations are funded by private donors, International agencies and the Kenyan Government initiatives. The main areas of concern for these organizations include health, housing, sanitation, food and providing other needs and basic facilities. There is also the issue of gender inequality, HIV AIDS support and the adult care as well as charity. Most of these NGOs are health based, improving the livelihood of most Kenyans who live below the poverty line.

NGOs in Kenya play important roles, and operate programmes of education, health, social welfare and economic improvement, especially among disadvantaged sectors.
NGOs have also long been involved in pioneering new approaches to meeting needs and solving problems in society. In recent years, they have also been at the centre of renewed searches for sustainable processes of social, environmental and economic development and action on issues such as peace, democracy, human rights, gender equity and poverty eradication (Amutabi, 2006).

1.1.4 World Vision Kenya
World Vision is a Christian relief, development and advocacy organization dedicated to working with children, families and communities to overcome poverty and injustice. World Vision began its operations in Kenya in 1974 and currently provides hope and assistance to children and communities in 35 of the 47 counties in Kenya. Motived by God’s love, World Vision Kenya serves alongside the poor and oppressed focusing on those who are most vulnerable, regardless of a person’s religion, race, ethnicity or gender.

World Vision Kenya plays important roles, and operates programmes of education, health, social welfare and economic improvement, especially among disadvantaged sectors. It has long been involved in pioneering new approaches to meeting needs and solving problems in society. By 2015, World Vision Kenya’s strategic goal is to contribute to the increased well-being of 2 million vulnerable children by facilitating empowerment and transformation of families and communities to tackle the root causes of poverty.

1.2 Research Problem
Total quality management (TQM) has become a world-wide topic in the twenty-first century. Having its roots partly in the USA and partly in Japan, it was primarily adopted by some Japanese companies in the decades immediately after World War II. With the greater successes of Japanese companies during the 1980s, companies all over the world found that it was necessary to have good quality management practices in order to stay competitive (Lagrosen, 2002). Total quality management is an enhancement to the traditional way of doing business. It is a proven technique to guarantee survival in world
class competition. Only by changing the actions of management will the culture and actions of an entire organization be transformed. Total Quality Management (TQM) is a management philosophy which focuses on the work process and people, with the major concern for satisfying clients and improving the organizational performance. It involves the proper coordination of work processes which allows for continuous improvement in all business units with the aim of meeting or surpassing customer’s expectations. It emphasizes on totality of quality in all facets of an organization with the aim of reducing waste and rework to reduce cost and increase efficiency in production.

The adoption of TQM by most organization has been hampered due to their non-compliance with the procedure and principles of TQM implementation. While some organization, run TQM like a program which they expect to function and perform the magic by itself, others have used a half-hearted approach to it, by using some bits and pieces of the principles. This has accounted for the failure of most organization in meeting up to their expected target from implementing this ideology (Ugboro & Obeng, 2000).

World Vision Kenya operations are funded by grants and donations which are inadequate to meet the current program needs, much less to expand program activities. Furthermore, as Kenya’s population grows, so do the numbers of vulnerable groups needing assistance from World Vision Kenya. New problems have emerged, such as HIV/AIDS, which demand urgent attention and require substantial funding. World Vision Kenya also faces rising costs for staff and other program inputs, further straining their limited budgets. With these challenges, World Vision Kenya is expected to offer quality service delivery to its clients who include individuals, church organizations, government and churches. It is out of this that World Vision Kenya management decided to implement Total Quality Management as an effective intervention strategies to achieve its program goals.

A number of studies have been undertaken in total quality management in organizations. Gayah, (2012) in his study tries to show how human resource planning practices are affected by TQM and what needs to be improved for implementing TQM in any firm, but
his study did not focus on Service Delivery. Oriare, (2011) investigated the application of TQM and found out that despite the fact that quality management has been addressed within a firm, Total Quality Management and its underlying assumptions could also be applicable to strategy management. However the study shows application of TQM in a business set up, results of which may not be applicable in a Non-Governmental organization. Mwangi, (2013) in his study found that stakeholders including non-governmental organizations continue to focus their attention on education but he does not mention what other areas are focused on for performance improvement, more so by the NGOs. Similarly the impact of TQM on Service Delivery needs to be studied.

Several international researchers also reported that TQM implementation has led to improvements in quality, productivity and competitiveness in only 20-30% of the firms that have implemented it (Benson, 1993). According to a survey of manufacturing firms in Georgia, the benefits of TQM are improved quality, employee participation, teamwork, working relationship, customer satisfaction, employee satisfaction, productivity, communication, profitability, and market share (Dale, Zairi, Van der Wiele, & Williams, 2000). A study conducted by Rategan (1992) indicated that a 90% improvement rate in employee relations, operating procedures, customer satisfaction, and financial performance is achieved due to TQM implementation. In all the studies mentioned above, there is little discussion on effect of TQM on Service Delivery in the NGOs.

This particular study will address total quality management as a successful approach to service delivery at World Vision Kenya which is evident from the above researches done, that a knowledge gap exists. What is the effect of TQM on service delivery at World Vision Kenya?

1.3 Research Objectives

This study has two objectives. These are:

i. To determine the effect of TQM implementation on Service Delivery at World Vision Kenya.

ii. To establish the challenges facing the implementation of TQM at World Vision Kenya.
1.4 Value of the Study

The results of this study would benefit various groups. First, the results would benefit any employer who wishes to effectively implement Total Quality Management. They will most likely benefit from the findings and recommendations of this study.

Secondly, academicians and researchers: The study will assist academicians and researchers interested in the Total Quality Management implementation processes and practices in organizations be they public, private organizations and non-governmental organizations.

Finally, this study will be beneficial to the employees of World Vision Kenya. It is believed that employees who work in organizations that have effectively implemented TQM are likely to be well motivated thereby increasing their productivity. This is because; Total Quality Management involves every employee in making changes and also focuses on identifying problems at their source.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
The literature review in this chapter touches on the benefits to the organization that emulates TQM and also it will highlight what various researchers and authors have emphasized regarding the topic under study.

2.2 Theoretical Foundation of the Study
Mugenda and Mugenda, (2003) defined a theory as a system of explaining phenomena by stating constructs and the laws that interrelate these constructs to each other.

This study is rooted in the theory of Total Quality Management also known as Deming philosophy given in fourteen points. Most of these points were given in a seminar for 21 presidents of leading Japanese industry in 1950 as follows: Create and publish the aims and purposes of the organization, learn the new philosophy, understand the purpose of inspection, stop awarding business based on price alone, improve constantly and forever the system, institute training, teach and institute leadership, drive out fear, create trust and climate for innovation, optimize the efforts of teams, groups and staff areas, eliminate exhortations for the work force, eliminate numerical quotas for the work force, eliminate management by objective, remove barriers that rob people of pride of workmanship, encourage education and self-improvement for everyone and take action to accomplish the transformation. (Deming, 1986).

Deming, (1993) is of the view that an organization’s primary purpose is to stay in business, so that it can promote the stability of the community, generate products and services that are useful to customers, and provide a setting for the satisfaction and growth of organization members. The focus is on the preservation and health of the organization, but there also are explicitly stated values that the organization’s context (the community and customers) and about the well-being of individual organization members (Ishikawa, 1985).
2.2.1 The Concept of Quality Gurus
The 1990s look set to see the 'quality' revolution of the 1980s spreading to more and more organizations. Moreover, in this decade the 'quality' revolution will spread beyond manufacturing organizations to both private and public services. This is because quality is considered to be an important competitive weapon (Shetty, 1987).

A guru, by definition, is a good person, a wise person and a teacher. A quality guru should be all of these, plus have a concept and approach to quality within business that has made a major and lasting impact. The gurus mentioned in this section have done, and continue to do, that, in some cases, even after their death.

2.2.2 Contributions of Edward Deming to Quality Management
Deming is widely regarded as the person who helped to bring about the Japanese quality revolution. He is associated with statistical process control (SPC) and other problem-solving techniques which measure performance in all processes. His definition of quality is that of "satisfying the customer, not merely to meet his expectations, but to exceed them". This means focusing on the customer's needs, not just demands (as expressed by effective demand in the market-place). Deming has stressed the need to stay ahead of the customer, to anticipate needs and demands. Deming's philosophy thus starts and finishes with the customer. The aim is to add value which the customer wants. Anything which does not do this is not a quality feature.

The means to improve quality are in the ability to control and manage systems and processes properly, and the nature of management responsibilities in achieving this. Deming is associated with SPC and other problem-solving techniques which aim to improve processes and reduce the inevitable variation which occurs in production from 'common causes' and 'special causes'. 'Common causes' of variations are systemic and are shared by many operators, machines or products. They include poor product design, incoming materials not suited to their purpose, and poor working conditions. These are the responsibilities of management. 'Special causes' relate to the lack of knowledge or skill or poor performance. These are the responsibility of operators and workers.
Deming stressed the responsibility of top management to take the lead in changing processes and systems. Management is responsible for most quality problems (85% or 94% have been quoted). Management should give workers clear standards for what is considered acceptable work, and provide the tools to achieve it. These tools include the appropriate working environment and climate for work--free of fault finding, blame or fear. Deming also strongly promoted employee participation. These are set out in his 14 points or guidelines for Managers (Deming, 1986). These were not intended as 'tablets of stone'.

Edwards Deming placed great importance and responsibility on management, at the individual and company level, believing management to be responsible for 94% of quality problems. His fourteen point plan is a complete philosophy of management, which can be applied to small or large organizations in the public, private or service sectors: Create consistency of purpose to improve products and services--take a longer term view, and innovate; Adopt the new philosophy--accept the management style which promotes constant improvement; Cease dependence on mass inspection--concentrate on improving processes; End the practice of awarding business on price tag alone, build up relationships with fewer suppliers to understand jointly specifications of and uses for materials and other inputs; constantly and forever improve the system--search continually for problems in all processes. It is management's job to work on the system; Institute modern methods of training on the job--for all, to make the best use of every employee; institute modern methods of supervision--managers to focus on quality not numbers; drive out fear--so that people work more effectively; break down barriers between departments--teamworking to tackle problems; eliminate numerical goals for the workforce--eliminate slogans and exhortation, make reasonable requests of the workforce; eliminate work standards and numerical quotas--focus on quality and provide support; remove barriers that rob workers of pride in their work--for example, defective materials, poor tools, lack of management support; institute a vigorous programme of education and training--for continual updating and improvement and create a top management structure to push every day on the above 13 points. Top management commitment is where it begins and ends.
He believed that adoption of, and action on, the fourteen points was a signal that management intended to stay in business. Deming also encouraged a systematic approach to problem solving and promoted the widely known Plan, Do, Check, Act (PDCA) cycle. The PDCA cycle is also known as the Deming cycle, although it was developed by a colleague of Deming, Dr Shewhart. It is a universal improvement methodology, the idea being to constantly improve, and thereby reduce the difference between the requirements of the customers and the performance of the process.

2.2.3 Contributions of Joseph Juran

Dr Joseph Juran defines quality as "fitness for purpose or use". This definition is applicable to all organizations, that is manufacturing, service, profit-making; or non-profit-makers (Juran et al., 1974). Quality is judged by the user or customer. The aim is to satisfy the customer with the right amount; any more or less costs money. This is thus an external, customer-led approach. It is quite different from a "conformance to requirements or specification" approach. A product or service could conform to its specification, yet fail to be fit for its purpose.

Fitness for purpose or use has five major dimensions or quality characteristics. These are listed as follows: Quality of design--the design concept and its specification; quality of conformance--the match between actual product and design intent; availability including reliability and maintainability. These are all time-oriented. Safety--risk of injury due to product hazards; Field use--product conformance and condition after it reaches the customer.

These dimensions and characteristics are further subdivided into a 'tree of quality'. This illustrates Juran's comprehensive approach to quality--to span a product's entire life--including design, vendor relations, process development, manufacturing control, inspection, test, distribution, customer relations and field service. Each area needs to be examined carefully. It also illustrates Juran's emphasis on the importance of non-technical aspects of quality control as well as traditional technical aspects. He identified problems with organization, communication and coordination of functions--the human element. Understanding this is a prerequisite for solving technical problems.
Like Deming, Juran believes most quality problems are due to management, not workers. Top management needs training in quality as much as they usually get it in finance. The approach to quality needs to be inter-departmental, which top management can ensure. Juran also shares with Deming a dislike of 'campaigns' of exhortation and motivation to do 'perfect work' or achieve 'zero defects', because such an approach is not reasonable or achievable and fails to set specific goals. A distinctive feature of the Juran approach is the emphasis on team and project work. He proposes quality circles as a way of: promoting quality improvement and (b) improving communications between management and employees. He recommends SPC but warns against this leading to a tool-oriented approach.

Dr Joseph Juran developed the quality trilogy – quality planning, quality control and quality improvement. Good quality management requires quality actions to be planned out, improved and controlled. The process achieves control at one level of quality performance, then plans are made to improve the performance on a project by project basis, using tools and techniques such as Pareto analysis. This activity eventually achieves breakthrough to an improved level, which is again controlled, to prevent any deterioration.

He concentrated not just on the end customer, but on other external and internal customers. Each person along the chain, from product designer to final user, is a supplier and a customer. In addition, the person will be a process, carrying out some transformation or activity. Juran's approach is essentially a practical one, not a perfectionist 'zero-defects' one. The attraction of a quality approach to top management is to reduce the costs of quality. He allocates responsibility among the workforce differently from Deming by putting the primary responsibility onto quality professionals. The quality professionals design and develop programmes and carry out most of the work.

He emphasized the cost of quality, since the top management’s language is money. Juran identified four types of cost associated with quality: Internal failure costs (defects discovered before shipment); External failure costs (defects discovered after shipment);
Appraisal costs (for assessing the condition of materials and product); Prevention costs (for keeping defects from occurring in the first place).

It is stated that internal and external failure costs account for between 50% and 80% of the costs of quality. Management should aim to reduce these failure costs to the point where any additional spending on appraisal and prevention would not exceed the savings from decreased failure or defect costs. This suggests that 'zero defects' is not a practical goal.

2.2.4 Contributions of Philip Crosby

Crosby's aim has been to change the perceptions and attitudes of top management about quality. He defines quality as 'conformance to requirements' a supply-led definition, thus making quality tangible, manageable and measurable. The requirements of a product need to be defined and specified clearly so that they are properly understood. Quality is measured by the cost of quality. This he defines as the 'expense of non-conformance--the cost of doing things wrong'. His categories of quality costs are similar to those of Juran--prevention, appraisal and failure. The aim is zero defects, of getting it right the first time. This requires an emphasis on prevention rather than after-the-event inspection--the difference between quality assurance and quality control. Crosby's maxim that 'quality is free' is based on the reasoning that quality improvements will reduce total costs, thus increasing profitability (Crosby, 1979).

The key to quality improvement is to change the thinking of top managers--to get them not to accept mistakes and defects as this would in turn reduce work expectations and standards in their jobs. Understanding, commitment and communication are all essential. Like Deming and Juran, Crosby promotes a participative management approach and culture in an organization. Also, like Deming and Juran, Crosby stresses that managers are responsible for quality. They must lead the process, but participation via teamwork in quality improvement teams and quality councils is essential. Unlike Juran, improvement is brought about on a continuous basis towards important goals, not project by project. The quality management maturity grid and cost of quality measures are the two main tools for managers to assess the seriousness of their quality problems. Once companies
position themselves on the grid, Crosby offers a 14-step programme for quality improvement.

The 14 steps emphasize in particular management commitment, a participative organizational culture for developing quality awareness and action throughout the organization, an emphasis on prevention of defects over inspection and the continuous nature of the quality improvement process. They are:

1. **Management commitment**—make clear where management stands as regards quality;
2. **Quality improvement team**—set up a team to run the quality improvement programme;
3. **Quality measurement**—provide a display of current and potential non-conformance problems in a manner that permits objective evaluation and corrective action;
4. **Cost of quality evaluation**—define the ingredients of the cost of quality and explain its use as a management tool;
5. **Quality awareness**—provide a method of raising the personal concern felt by all personnel towards product/service conformance and the reputation of the company;
6. **Corrective action**—provide a systematic method of resolving quality problems that have been identified through the previous steps;
7. **Zero-defects planning**—examine, identify and implement the actions necessary prior to the launch of 'zero-defect' programme;
8. **Employee education**—identify and introduce the training that employees need in order to carry out their part in the quality improvement process;
9. **Zero-defects day**—create an event that will let all employees know, through personal experience, that there has been a change;
10. **Goal setting**—turn pledge and commitment into actions, by encouraging individuals to establish improvement goals for themselves and their groups;
11. **Error cause removal**—give the individual employee a method of communicating to management the situations that make it difficult for the employee to meet the pledge to improve;
12. **Recognition**—appreciate those who actively participate;
13. **Quality councils**—bring together the professional quality people for planned communication on a regular basis;
14. **Do it over again**—emphasize that the quality improvement process never ends.

### 2.2.5 Contribution by Dr Genichi Taguchi

Taguchi defines quality as the "loss imparted to the society from the time a product is shipped". Examples of loss include:

(a) failure to reach ideal performance;
(b) failure to meet customer's requirements;
(c) breakdowns;
(d) harmful side-effects caused by
products (Taguchi, 1986). Thus, the smaller the loss, the more desirable is the product. The aim of quality control is to reduce the total cost to society, and the function of quality control is to discover and implement innovative techniques that produce net savings for the society. Implicit in Taguchi's philosophy is the premise that "in a competitive economy, continuous quality improvement and cost reduction are necessary for remaining in business".

The key elements of Taguchi's quality concepts are: Quality improvement should concentrate on reducing the variation of the product's key performance characteristics about their target values; The loss suffered by a customer due to a product's performance variation is often approximately proportional to the square of the deviation of the performance characteristics from its target value; The final quality and cost of manufactured products are determined to a large extent by the engineering design of the product and the manufacturing process; A product's or process's performance variation can be reduced by exploiting the non-linear effects of the product or process parameters on the performance characteristics; Statistically planned experiments can be used to identify the settings of product/process parameters that reduce performance variation. Dr Genichi Taguchi believed it is preferable to design product that is robust or insensitive to variation in the manufacturing process, rather than attempt to control all the many variations during actual manufacture. To put this idea into practice, he took the already established knowledge on experimental design and made it more usable and practical for quality professionals. His message was concerned with the routine optimization of product and process prior to manufacture rather than quality through inspection.

Quality and reliability are pushed back to the design stage where they really belong, and he broke down off-line quality into three stages: System design; Parameter design and Tolerance design. “Taguchi methodology” is fundamentally a prototyping method that enables the designer to identify the optimal settings to produce a robust product that can survive manufacturing time after time, piece after piece, and provide what the customer wants. Today, companies see a close link between Taguchi methods, which can be viewed along a continuum, and quality function deployment (QFD).
2.2.6 Conclusions and lessons from the Quality Gurus

While each of the gurus on quality has his own distinctive approach, there is much common ground in what they say and propose. These points are discussed as: The importance of controlling the process and not the product; the importance of not forgetting the human process. This is as vital, if not more so, than the control of the technical process; that top management is responsible for quality and not the workforce. It is management's responsibility to provide commitment, leadership, and the appropriate support to technical and human processes. Thus, it is imperative that management has a clear understanding of the process.

That management determines the climate and framework of operations within the organization. It is imperative that management fosters the participation of the workforce (and maybe others such as vendors and buyers) in quality improvement, and develops a 'quality' culture by changing perception of, and attitudes towards, quality; The importance of education and training is emphasized in changing employees' beliefs and attitudes and enhancing their competencies in carrying out their duties; The emphasis is on prevention of product defects, not inspection after the event, and on the reduction of the costs of quality to improve competitiveness; That quality improvement is emphasized, producing benefits over time, whether developed continuously or project by project. Quality is not a programme but a process, and not an instant cure; there is a broad agreement that all aspects of activities should be looked at for quality improvement, as these all contribute towards quality. Functional integration is considered as an important ingredient of TQM; Quality is a company-wide activity.

2.2.7 Shortcomings and limitations of quality gurus

The approaches propagated by gurus have shortcomings. Garvin (1987), Chase and Aquilano (1989) and others have commented on various gaps in these approaches to quality. These include the lack of a conceptual framework and of a 'sound instructional methodology' to help organizations of different types examine quality, in particular to identify which aspects of quality matter, how much is needed, and how to establish customers' needs satisfactorily.
While Deming, Juran, Crosby and others have been strong on what is broadly needed, including detailed techniques, they offer little guidance of immediate and direct value or relevance to organizations. It is difficult to connect the general quality concepts and ideas to these specific circumstances of an organization—to its markets, management practices and workforce. All the various approaches to quality, of the gurus or others, are appropriate, depending on the circumstances. It is important that organizations do not apply the methods suggested by the gurus rigidly and in a formulaic fashion. They need to examine the methods and match them to the specific requirements of their organization.

The main differences in approach of the four Gurus have been discussed by writers like (Bendell 1989; Fine 1985; Gerald 1984; Main 1986) and characterized their approach, as follows: Crosby: company-wide motivation; Deming: statistical processes control; Feigenbaum: systems management and Juran: project management

### 2.3 Total Quality Management

This is the highest level of quality management. It is concerned with the management of quality principle in all the facets of a business including customers and suppliers (Dale et al, 1994, Lockwood et al, 1996). Total Quality Management (TQM) involves the application of quality management principles to all aspects of the organization, including customers and suppliers, and their integration with the key business processes. It is an approach which involves continuous improvement by everyone in the organisation.

TQM is an effective system for integrating the quality development, quality maintenance and quality improvement efforts of various aspects of a system so as to enable services at most economical level and derive full satisfaction. TQM is aimed at the satisfaction of customers’ needs in an efficient, reliable and profitable way. It involves a radical direction through which an organisation performs her day to day operations in order to ensure that quality is put at the top of mind of every employee and departments in which they operate.
The TQM strategy for achieving its normative outcomes is rooted in four interlocked assumptions, about quality, people, organizations, and the role of senior management.

The first assumption is about quality. A fundamental premise of TQM is that the costs of poor quality (such as inspection, rework, lost customers, and so on) are for greater than the costs of developing processes that produce high-quality products and services. The view is that organizations that produce quality goods will eventually do better even on traditional measures such as profitability than will organizations that attempt to keep costs low by compromising quality (Juran, 1988).

The second assumption is about people. Employees naturally care about the quality of work they do and will take initiatives to improve it, so long as they are provided with the tools and training that are needed for quality improvement, and management pays attention to their ideas. Organizations must remove all organizational systems that create fear, such as the punishment for poor performance, appraisal systems that involve the comparative evaluation of employees, and merit pay.

The third assumption is that organizations are systems of highly interdependent parts, and the central problems they face invariably cross traditional functional lines. To produce high-quality products efficiently, for example product designers must address manufacturing challenges and trade-offs as part of the design process. Juran (1988) insists that cross-functional problems must be addressed collectively by representatives of all relevant functions. He states that cross-functional teams should set its own goals using local objective setting procedures.

The fourth and final assumption concerns senior management. Quality is viewed as ultimately and inescapably the responsibility of top management. The quality-improvement process must begin with management’s own commitment to total quality. Employees’ work effectiveness is viewed as a direct function of the quality of the systems that managers create (Ishikawa, 1985).
Kati, Puumalainen and Sandstrom (2010) in their account on the power of TQM on profitability, productivity and customer satisfaction note TQM is not just concerned with quality, because productivity, timeliness, flexibility and profitability are also important performance measures in a TQM programme. They used the random effect meta-analysis for studying the effects of TQM. Their results suggested a model for TQM that incorporated five major components: top management commitment and leadership, teamwork, culture, training and education, and process efficiency. According to their results, each of these components led to competitive advantage.

Sureshchandar et al (2010) author of customer perceptions of service quality journal noted that the cardinal accent of both academia and businesses focused essentially on ascertaining the customers' perceptions of service quality and subsequently contriving strategies to meet and surmount customer expectancies. The initial results, based on some focus group findings, yielded ten dimensions of service quality that included tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer.

2.3.1 Stages of TQM Implementation

Dale et al, ((b) 1994) identified six different levels of TQM implementation, these includes: uncommitted, drifters, tool pushers, improvers’ award winners and world class. According to them, these stages do not necessarily represent the stages through which organisations pass on their TQM journey. These levels according to Dale et al are to help organisation in identifying their weaknesses and proffering solutions to them through the use of continuous improvement.

Uncommitted: This stage represents organisations that have not started a formal procedure of quality improvement. Organisations in this stage view quality improvement as an added cost and thus have no investment in quality improvement programmes such as training of employees. The management of these organisations are characterised by an emphasis on return of sales and net asset employed.
Drifters: These are organisations that have engaged in a process of quality improvement for up to three years and have followed the available advice and wisdom of TQM. The management of the organisations in this stage tend to review the performance of the firm based on the implementation of TQM and expect immediate gains from it.

Tool pushers: Organisations in this category look at quality improvement programs but in most cases fail to use such tools appropriately. They adopt quality management tools such as quality cycles, quality improvement groups. These organisations often blame the failure of TQM on the tools adopted.

Improvers: Organisations in this category have engaged in a process of quality improvement for between five and eight years and during this time made important advances (Dale et al, (b) 1994). They understand that total quality involves long term cultural change and have recognised the importance of cultural change and the importance of quality improvement.

Award Winners: These organisations are termed award winners because they have attained a point in their TQM maturity where the kind of culture, values and trust capabilities relationship and employee involvement has become total in nature and encompasses the whole organisation (Dale et al (b) 1994).

World class:-According to Dale et al, ((b) 1994) these organisations are characterised by the total quality improvement and business strategies to the delight of customers. The organisations that have attained this stage are always in search of opportunities to improve their services to satisfy customers. It was further explained that the focus of TQM here is on enhancing competitiveness by influencing the perception of customers to the company through the continuous innovation of the service offering.

2.4 Major Principles of Total Quality Management
Before an organisation can rip the benefit from TQM implementation, some principle would have to be enshrined into the organisation’s culture. This section of the literature
reviews these principles in relation to TQM implementation. The principles are discussed below.

Top Management Commitment and Leadership: TQM requires effective change in organisational culture and this can only be made possible with the deep involvement/commitment of management to the organisation’s strategy of continuous improvement, open communication and cooperation throughout the organisation. TQM implementation improves the organisational performance by influencing other TQM dimensions. Andrle (1994), noted that ‘the implementation of TQM requires a clear long term leadership commitment’. To him, long term relationship with satisfied customers is an asset to the organisation thus, management must be committed to it. Andrle also stressed the importance of management in providing a ‘customer focused support system’ such as measurements, rewards and recognition for satisfying customers with the aim of building a positive relationship with customers.

Cultural Change: According to Oakland (1989), ‘TQM is a way of managing the whole business process to ensure complete customer satisfaction at every stage, both internally and externally. Cultural change to Dale et al, ((a) 1994) implies an approach to changing the cooperate culture of an organisation to be customer centric. The need for cultural change is stressed by the role it plays in the life of an organisation. According to Dale et al, ((a)1994), ‘culture influences what the executive groups attend to, how it interprets information and the response it makes to changes in the external environments’- it is exceedingly crucial in the drawing up of the strategic position of the firm as it dictates how members of staff approach their day to day activities.

Customer Focus: TQM is an ideology which is focused on the satisfaction of customer’s need. Thus, most organisations try as much as possible to meet or exceed customer’s expectation in their daily activity and also their long term plan (Andrle, 1994). TQM require organisations to develop a customer focused operational processes and at the same time committing the resources that position customers and meeting their expectation as an asset to the financial wellbeing of the organisation.
Total Involvement: In the traditional sense, employee involvement was conceived to mean a ‘feeling of psychological ownership among organisational members’ (Harvey and Brown, 1996). Unlike what obtains in the TQM ideology, the traditional employee involvement is narrow-minded; it is job-centred rather than process-centred. The TQM approach involves ‘achieving broad employee interest, participation and contribution in the process of quality management’ (Dale and Cooper, 1993).

Continuous Improvement: Continuous improvement means ‘a commitment to constant examination of the technical and administrative process in search of better methods’ (Fuentes-Fuentes et al, 2004). Turney and Anderson (1989) defined continuous improvement as the relentless pursuit of improvement in the delivery of value to customers. This was supported by Dean and Bowen (1994), who argued that customer satisfaction can be attained only through the relentless improvement of processes that create product or service.

Training: Training helps in preparing employees towards managing the TQM ideology in the process of production. Training equips people with the necessary skills and techniques of quality improvement. It is argued to be a powerful building block of business in the achievement of its aims and objectives (Stahl, 1995). Through training, employees are able to identify improvement opportunities as it is directed at providing necessary skills and knowledge for all employees to be able to contribute to ongoing quality improvement process of production. Stahl (1995) argued that training and development programme should not be seen as a one-time event but a lifelong process.

Team Work: A well-structured team will aid the effective production of goods and services through the integration of activities involved in the process of production. Dale et al (1994) noted that team work is a key feature of involvement. To him, team work aids the commitment of the workforce to the organisational goals and objectives.

2.5 Benefits to the Implementation of TQM
The effective implementation of TQM will increase customer satisfaction with the service offerings (Omachonu and Ross, 1994). Quality enhances customer loyalty
through satisfaction; this in turn can generate repeat business and lead to the attraction of new customers through positive word of mouth. The word of mouth communication will help in cost reduction.

Total quality management is a management philosophy which emphasises the devolution of authority to the front line staff. It ensures the participation of everyone in the decision making process through activities such as quality cycles and team work. The question is, does this devolution of authority leads to employees’ satisfaction or not? Motivations theories indicate that two major forms of motivation exist – the intrinsic and the extrinsic motivation. While some will argue that the best form of motivation is monetary incentive, others argue for self-fulfilment and recognition.

The motive behind the intrinsic reward is to provide the employee with some autonomy which empowers him to take decisions that affects his job, thus making him responsible and accountable. This is said to increase the employee’s level of job satisfaction (Dimitrades, 2000). The implementation of TQM ensures that every worker in the organisation does his work with quality the first time, thus improving the efficiency of operation and avoiding some cost associated with waste. This in turn will offer more value to customers in terms of price and service quality, thus making them satisfied.

Implementation of TQM further ensures that organisations change how they perform activities so as to eliminate inefficiency, improve customer satisfaction and achieve the best practice (Porter, 1996). Porter noted that constant improvement in the effectiveness of operation is essential but not a sufficient factor for organisation to be profitable.

According to Sila (2007), TQM helps in improving the quality of products and also reduces the scrap, rework and the need for buffer stock by establishing a stable production process. He argued that TQM will reduce the cost of production and time of production. Continuous improvement which is a feature of TQM is said to reduce the product cycle time thus improving productivity (Huang and Lin, 2002). Many other TQM practices such as training, information system management, relationship with suppliers etc have a positive impact on operational performance. The efficient management
Handling of these practices will improve efficiency and no doubt affect the profitability of the firm.

According to Sila (2007), TQM can minimize the total cost of production through ‘sole sourcing’. The cost in this case is reduced by limiting the number of suppliers used by the firm and providing them with necessary training and technology. The efficient functioning of an operation will then depend on how well the suppliers meet up with the expectations of the organisation.

2.6 Limitations to the Implementation of TQM

Oakland, (1995) identified factors that hinder the implementation of TQM. These include the thought that its implementation can be time consuming, bureaucratic, formalistic, rigid and impersonal. Ugboro and Obeng, (2000) in their research they found out that the half-hearted implementation of TQM is a major reason for its failure in most organisations. According to them, organisations are only willing to implement just those aspects of TQM which is supported by existing organisational culture. Their findings revealed that employees did not feel as part of the decision making process and their ability to make contributions to quality improvement were restricted due to the limited authority granted them to carry out their activities. Smith, (2004) explained that quality management programs have failed because they were ‘programs of the month’. According to him, implementing quality throughout an organisation is not the result of a formalised programme but requires a cultural change in the way activities is conducted.

Andrle, (1994) on his own assessment, claims that the adoption of incompatible quality approach by organisations results in the failure of TQM implementation, he further stressed that the delegation of quality leadership by managers might lead to the development of TQM bureaucracies that are ineffective like other functional departments. According to Wilkinson et al (1998) the lack of commitment from any particular group within the organisation can be a serious barrier in management of quality. Most especially the non-commitment by management to quality management is a major hindrance to the successful implementation of TQM. Asher (1996) observes that there is a need for management to drive the ideology of TQM process in order to encourage
employees to follow and also to prove to them about management’s commitment to quality.

Porter (1996) noted that TQM is essential for an organisation’s productivity and effectiveness but will not necessarily give an organisation competitive advantage over her competitors. TQM does not address strategic business issues like differentiation and positioning strategies. McCabe and Wilkinson (1998) noted that the failure of TQM can be attributed to the inappropriate implementation method adopted by the firms employed and not because of the principles of TQM itself.

2.7 Challenges in Implementing Total Quality Management

TQM systems problems include ineffective corrective action procedures, people not aware that quality problems exist (ineffective feedback mechanisms), ineffective measurement procedures, unrealistic quality standards, and technology and equipment problems. Quality certifications are sometimes viewed as bureaucratic exercise and ends up as a barrier to TQM practices. Some companies treat quality certification as bureaucratic exercise that enables them to conform to the client requirement or contractual obligations and getting competitive edge in the market (Patton, 1994).

Quality control should remain in the operation of detecting mistakes, finding them as well as fixing them. A system that is unable to bring out an organisations weak and strong points is another challenge. A proper system should allow for feedback, both positive and negative. Lack of a formal system for quality management is not sound for an organisation. Integration of the most relevant of professional systems should not conflict with policies and priorities. In assessing business excellence they outline that self-assessment results when set against an excellence framework provides an organisation with insights to what their strengths and weaknesses are.

The absence of a balanced score card is another challenge as this makes an organisation incapable of developing further strategy for quality assurance. A balanced score card should serve as an instrument for communication, information and learning. Quality
procedures must also be reviewed from time to time, what works now may not work in the near future.

2.8 Total Quality Management and Service Quality Delivery

TQM is not only limited to product quality improvement. It also covers a wider aspect of quality. Previous empirical studies regarding the linkage between TQM and organizational performance as well as quality have shown significant and positive results. The main focus of TQM as suggested by Ishikawa (1972), Crosby (1979), Deming (1982) and Juran (1988) is to improve overall quality including process quality and service quality (Litton, 2001).

Successful TQM implementation will give benefits in improving quality and reducing rework as well as reduction in costs of poor quality such as scrap, rework, late deliveries, warranty, replacement, etc (Antony et al., 2002). Furthermore, Brah et al. (2002) supported the proposition that TQM implementation correlates with quality conformance.

Cook and Verma (2002) found that according to the perceptions of bank employees, quality systems affects service quality that in turn relates to organizational performance. Effective TQM processes can generate marked improvements in both product and service quality which then results in increased customer satisfaction and organization’s profitability (Litton, 2001). By establishing a motivated, customer oriented management philosophy and practice; internal service quality levels will be more favorable.

It was also found that employees’ possessing organizational knowledge and skills are important in delivering service quality in which high levels of employee morale and satisfaction were found dependent on the empowerment and involvement of employees (Geralis and Terziovski, 2003; Prajogo and Sohal, 2006).
2.9 TQM Conceptual Framework

The conceptual framework of this study demonstrates the relationship between TQM on one hand as the dependent variable and Service Delivery as the independent variable through exploring the overall firm performance subsequent to implementing TQM.

Figure 2.1 Conceptual Framework

Source: Researcher (2014)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter covers the overall approach that was used to collect data for the study, that is: research design, data collection methods and data analysis.

3.2 Research Design
This study adopted a case study research design as this gave room for the researcher to keenly examine the effect of Total Quality Management on Service Delivery at World Vision Kenya.

The researcher preferred a case study approach because it involved in depth, contextual analysis of similar situations in other organizations, where the nature of the problem happens to be experienced in the current situation in cognizance of the research design.

Mugenda & Mugenda, (2003) noted that, a case study is a very powerful form of quantitative analysis. It is a method of study which focuses on depth rather than in breadth.

3.2 Data Collection
The researcher used an interview guide during the face to face interview with managers in various departments namely: Finance, Administration, Procurement, Human Resources, Capacity Building and IT. The interview guide included open ended questions which captured the views, opinion and attitude from the respondents that were insightful to the study as the responses were in-depth with minimal constraints.

The interviewees were better placed in providing the required data because they play a leading role in formulation, implementing and determining the Total Quality Management. The interview guide was administered through face to face interviews to allow for further probing.
The secondary data was obtained from the company’s documents and any other relevant information. The data was obtained through review of relevant documents, key among them organizational strategic plan, client satisfaction surveys among other relevant documentations.

3.3 Data Analysis
Data analysis was done through content analysis to summarize the essential features and relationships of data in order to generalize and determine patterns of behaviour and particular outcome.

Mugenda & Mugenda, (2003) defined content analysis as a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate to trends.

Data from both interview and secondary sources were analysed using content analysis, which is best suited for qualitative data. This was done after coding and categorization of the data was done. Qualitative analysis involved identifying and refining important concepts related to the strategies employed as key part of the interactive process of the research. It is also a technique of making inferences by systematically and objectively identifying specialized characteristics of messages and using the same approach to relate trends.
CHAPTER FOUR
DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction
This chapter focuses on data analysis, results and discussion of the findings. The study aimed to determine the effect of Total Quality Management implementation and Service Delivery at World Vision Kenya and the challenges facing the implementation of TQM at World Vision Kenya. The data was gathered exclusively from an interview guide as the research instrument.

4.2 Profile of World Vision Kenya
World Vision, one of the NGOs in Kenya, is a Christian relief, development and advocacy organization dedicated to working with children, families and communities to overcome poverty and injustice. World Vision began its operations in Kenya in 1974 and currently provides hope and assistance to children and communities in 35 of the 47 counties in Kenya. Motived by God’s love, World Vision Kenya serves alongside the poor and oppressed focusing on those who are most vulnerable, regardless of a person’s religion, race, ethnicity or gender.

World Vision Kenya increasingly plays an important role in national development. It serves as a funnel for development funds both from individual donors in wealthy countries and from bilateral aid agencies. This research identified that for World Vision Kenya to enhance its service delivery and donor confidence, it had to implement TQM. This has turned to be a strategic force at World Vision Kenya, which has resulted in numerous benefits including: accountability, improved client satisfaction, superior employee focus and enthusiasm, decreased waste and enhanced overall performance and service delivery.

4.3 TQM implementation and Service Delivery at World Vision
The researcher felt it was important to establish whether the TQM principles were part of the organizational functional operations. According to TQM experts proper
implementation of TQM in institutions is a critical determinant enhancing institutional performance and service delivery.

The researcher found it reasonable to establish whether management leadership ensured conducive atmosphere which people can become fully involved in achieving the organization's objectives. Pheny and Teo (2003) observed that top management must communicate TQM to the entire organization to create awareness interest, desire and action. The management should recognize employees for quality achievement, delegating authority to subordinates to make them more responsible.

Majority of the respondents were satisfied in the top management encouraging team work and performance appraisal. The implication of these findings is that top management was very much committed in the implementation of TQM through providing staff with resources, inspiring, empowering, and recognition of employees. However it was noted by some interviewees that the top management should put emphasize on teamwork and performance appraisal, creation and sustaining clear visions, goals and target and provision of quality services.

The study sought to determine the effects of organizational culture on TQM implementation. Majority of the respondents agreed that organization culture (working conditions) affected TQM implementation positively. This implied that World Vision Kenya had a quite conducive working environment that affected TQM positively. The interviewees mentioned the following sentiments: fairness in applying policies, training and development, top management commitment and team work within the organization. This in turn had a positive effect on the overall service delivery.

The study sought to establish Total Quality Management principles used at World Vision Kenya in relation to customer focus. The researcher felt it was important to establish whether the organization focused on customer needs. This is because clients are the most important people in the organizations (life blood of the organization) and the organization depends on them. It is the job of the organization to satisfy clients’ needs.
TQM therefore focuses every aspect of the organization’s activity towards customer needs.

The findings implied that World Vision Kenya was client oriented and that it practiced TQM to a very large extent, this was seen through a representation of more than half of respondents agreed that World Vision Kenya established and understood the current and future clients’ needs. Some interviewees agreed that the organization communicates and balances the needs and expectations of all interested parties to a very large extent. However it was also noted by the some interviewees that client complaints should be addressed since the management respond to client complaints to a less extent.

In this study, interviewees were asked to describe the effect of staff involvement in TQM implementation. Majority of the interviewees agreed that World Vision Management empowered and encouraged employees’ innovation to a very large extent. This clearly showed the role of leadership in employee participation in TQM implementation is well represented at World Vision Kenya.

Majority of the respondent agreed that World Vision Kenya practice appreciation as a motivation process to its employees thus it was noted by majority of interviewees that World Vision Kenya do motivate its staff through various processes such as employee appreciation and training. However, some interviewees pointed that management should emphasize on the other motivation process such as employee recognition, company drive for referrals, initiatives to increase client services and product or service quality initiatives as employee motivation processes.

The findings of this study revealed that World Vision Kenya practiced TQM on supplier quality management to a great extent as required by the quality management systems, whereby supplier should be selected based on quality rather than price. Furthermore, the findings implied that the organization had made use of process approach to a moderate extent hence the organization needed to come up with strategies to improve on its process approach to TQM. The researcher noted that developing partnerships with suppliers is one of the major TQM implementation practices. External cooperation between a firm
and its suppliers has merits in the just-in time purchasing systems. Working collaboratively with suppliers on a long-term basis is truly beneficial. For TQM to be effective it is apparent that firms select their suppliers on the basis of quality, rather than solely on price, since price has no meaning without a measure of the quality being purchased. This had a positive impact on Service Delivery at World Vision Kenya.

Majority of the interviewees noted that balancing score cards were used by the organization while the rest pointed out that benchmarking, quality manuals, employee reviews and standardized audits respectively had also been put in place by the organization for implementation of TQM. This implied that World Vision Kenya had made use of the TQM tools and technique to a very large extent. All these strategies were attributed to the overall service delivery at World Vision Kenya.

Majority of interviewees indicated that on average 5 of the 10 continual improvement practices are used by World Vision Kenya in TQM implementation. This implies that continual improvement principle is one of the practices used by World Vision Kenya in implementation of TQM. Most of the interviewees acknowledged that continual improvement policies were used by the organization. A few other interviewees noted that continual improvement policies, performance appraisal schemes, research team for innovative solution and improvement programs respectively have also been put in place by the organization for implementation of TQM. This implied that continual improvement principle was one of the practices used by World Vision Kenya in implementation of TQM. Continual improvement is one of the key TQM principles therefore this was attributed to improved service delivery at World Vision Kenya.

In this study, it was noted by majority of the interviewees that the management of World Vision Kenya had established and anticipated the current and future customer needs to a moderate extent. The results also revealed that to a moderate extent the organisation; ensured that it communicated and balanced the needs and expectations of all interest parties i.e. customers, donors, employees, suppliers and local community, measures customer satisfaction and rectified where necessary and responded to customers' complaints. This also implied that the interviewees were also to moderate extent satisfied
by the service delivery to clients. This showed that the organisation’s TQM practices are focused on client satisfaction and that efforts were put to ensure customer satisfaction.

An adequate number of interviewees noted that World Vision Kenya offered quality service. This implied that TQM positively affected performance on the basis of quality of service, strategic organization performance, customer satisfaction and employee satisfaction.

The study sought to establish whether employees at all levels were the essence of an organization and their full involvement enabled their abilities to be used for the organization benefit. This was because giving the employees the responsibility for improvements and the authority to make changes to accomplish them provided a strong motivation for employees. This puts decision making into the hands of those who are closest to the job and have considerable insights into problems and solutions. Atmosphere must be created where employees feel they are encouraged to participate.

4.4 Challenges affecting TQM Implementation at World Vision Kenya
The study sought to establish the challenges affecting TQM implementation at World Vision Kenya. A number of challenges were mentioned including: Resistant to change, application of various quality concepts, low capacity among personnel, low understanding of TQM by other staff, cascading the program to the bottom of the pyramid, lack of funds, lack of adequate information, internal threat, dealing with negative attitude toward the program from staff, lack of resource, lack of commitment, frequent transfers unpredictable transfer of personnel and unwillingness from some of the management.

Majority of the interviewees noted that the major challenge in TQM implementation was cascading the program to the bottom of the pyramid. The researcher noted that this is a challenge that many organizations were facing when implementing TQM, most organization use bits and pieces of the TQM principles more especially organization use TQM principles that support their existing organization culture thus leading to ineffective
TQM implementation. The researcher noted that efforts should be done to mitigate the above challenges for successful implementation of TQM at World Vision Kenya.

From the findings some of the interviewees pointed that challenges in people performing jobs effectively was to a great barrier to TQM implementation. They also pointed out that lack of worker output and involvement affected implementation of TQM. They also noted that lack of teamwork in some departments and conflict affected TQM implementation to a great extent. Some interviewees’ responded further indicated that communication breakdown and poorly trained workers affected TQM implementation to a moderate extent. This implies that people challenges do affect TQM implementation in various ways.

Past research indicates that that most quality improvement research tends to focus on the initial start-up phase of the improvement process and fails to take into account the long-term challenges organizations face in getting past the initial phase of the people problem of the quality improvement.

Most of the interviewees responded that lack of resources affected implementation of TQM to a great extent. They also pointed that improper channels of communication and lack of management support affected implementation of TQM. Poor planning and organising and conflicting and unrealistic goals were also noted to affect implementation of TQM. This implied that people challenges that do affect the implementation of TQM were: lack of resources and improper channels of communication. Before implementing TQM, management should strive for an organization wide commitment, clearly communicate the organization’s vision, mission, and goals, and foster open communication about the organization’s changed focus.

4.5 Discussion

The objectives of the study were to identify the effect of TQM implementation on Service Delivery at World Vision Kenya and at the same time establish the challenges facing the implementation of TQM at World Vision Kenya.
4.5.1 Comparison with Theory

This study was rooted in the theory of Quality Management also known as Deming philosophy given in fourteen points. Most of these points were given in a seminar for 21 presidents of leading Japanese industry in 1950.

From this study, it was established that World Vision Kenya management had created and published the organization’s aims and purposes, which is one of the points from Deming fourteen points, from the Quality Management Theory. During the interviews sessions, all the interviewees were aware of the mission and vision statements of the organization. This had a positive impact of the TQM implementation at World Vision Kenya.

According to Quality Management Theory by Deming, organizations must create trust and climate for innovation. From the findings at World Vision, it was evident that the management had created conducive environment for staff to be at their best. This in turn had a positive impact of TQM implementation.

Deming in his Quality Management Theory emphasises that organizations should optimize the efforts of teams. From the finding of this study, all the interviewees noted that the management encouraged staff to work in teams and rewarded team work. This had a positive impact on TQM and it was noted that team work had led to the success of TQM at World Vision Kenya.

Deming, (1993) is of the view that an organization’s primary purpose is to stay in business, so that it can promote the stability of the community, generate products and services that are useful to customers, and provide a setting for the satisfaction and growth of organization members. At World Vision Kenya, this study identified that TQM had an overall effect on the Service Delivery. The organization had customer care mechanisms to handle both external and internal customers which have had a positive impact to the organization.

In the Quality Management Theory, Deming pointed out that organizations should stop awarding business to suppliers based on price alone. In this study, the interviewees
mentioned that World Vision Kenya had defined criteria which was used to award businesses to suppliers. It is mentioned the Quality Management Theory that for TQM to be effective it is apparent that firms select their suppliers on the basis of quality, rather than solely on price, since price has no meaning without a measure of the quality being purchased.

4.5.2 Comparison with other Studies
The findings of this study indicates that the top management is very much committed in the implementation of TQM through providing staff with resources, inspiring, training, empowering and recognition of employees. This finding supports the recommendation of the EAC (2011) on the need for training driven towards TQM implementation. A recent survey reports that the single most commonly used TQM practice is formation of short-term problem-solving teams with the overall objective of simplifying and streamlining work practices (conference Board, 1991). As a business continuity factor, problem-solving teams work on a wide variety of tasks, ranging from cross-functional involvement in product design to solving within-unit workflow problems (Hackman and Wageman, 1995).

The findings of this study are in concurrence with those of Mustafa (2012) who found that training and educating managers and staff eases the implementation of TQM system. Many authors have also emphasized on training and education as a vital TQM practices. Sandru and Sandru (2009) claim that managers, employees and workers need to be familiar with the tools and techniques of TQM in order to be successful in the implementation business innovations play an important role in quality management. Innovation will only succeed if the quality practices, techniques, and methodologies are used efficiently and effectively. So, it is clear that quality culture and innovative culture overlap with each other as the goal of organization to gain sustainable competitive advantage.

For TQM implementation, training is meant to give staff more responsibility, which in turn requires a greater level of skill which must be achieved through training. Skill improvement through training is a necessary condition for successful incremental
innovation. That is, skill improvement alone does not assure the good performance but favorable organizational culture for incremental innovation is additionally required such as supportive institution, incentive systems, leadership, flexible workplace, employees’ participation. This was captured by this study.

Majority of the interviewees in this study noted that the major challenge in TQM implementation is cascading the program to the bottom of the pyramid. This is a challenge that many organizations are facing when implementing TQM, most organization use bits and pieces of the TQM principles more especially organization use TQM principles that support their existing organization culture thus leading to ineffective TQM implementation. Efforts should be done to mitigate the above challenges for successful implementation of TQM. The findings affirm the study conducted by Chelegat (2010) that Top down management commitment and participation is one of the critical success factors for TQM implementation. The findings mean that the NGO in Kenya as a quality philosophy begins with training of top managers and educates about TQM and implementation as well as communicating the vision throughout the organisation. TQM must be implemented from the top down in every organization. If management does not have a commitment to a TQM culture, it will fail. The management must provide leadership in implementing the change; the workers do not have the power to do so.

This research further sought to establish the benefits considered to be the outcome of employee involvement in the organization. This is because as Mohanty and Lakhe (2002) argues the people who know the most about what is right or wrong with a system or a process are those who do it. A key element in employee involvement is that each worker assumes the responsibility of inspecting quality of his or her own work.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary of the data findings relationship between TQM and Service Delivery at World Vision Kenya, the conclusions and recommendations are drawn there too. The chapter is therefore structured into summary of findings, conclusions, recommendations Limitation of the study and suggestion for further research.

5.2 Summary
In connection to the role of leadership in TQM implementation, the finding of this study, results revealed that the role of leadership has a positive impact on TQM implementation. The finding also reveals that World Vision Kenya practice TQM to a great extent since managerial decisions directly affects the implementation processes.

Customer focus was found to be a driving factor that influences the need to adopt TQM this cannot be achieved without the participation of the entire employees. The findings on customer focus in TQM implementation imply that World Vision Kenya is client oriented and that it practices TQM to a very large extent. From the finding, it is revealed that employee involvement in the implementation of TQM is a major factor that most firms should put in to consideration since they are the determinants for failure or success of an organization.

The findings also revealed that World Vision Kenya practice five TQM tools to a great extent. This implies that World Vision Kenya has made use of quality tools to a great extent. The study finding revealed that World Vision Kenya practices continual improvement through continual improvement policy, performance appraisal schemes, and research schemes for innovative solution and improvement programs. This clearly shows that continual improvement is highly being practiced in the organization.
Majority of the respondents agree that World Vision Kenya practices process approach to a moderate extent. It evaluates risks, consequences and impacts of activities on customers and other stakeholder to a moderate extent, it also analyses and measures capabilities of key activities to a moderate extent. This implies that World Vision Kenya has made use of process approach to a moderate extent and that efforts should be made to ensure there is proper linking of the organizational strategies and approaches to quality management for effective process approach to TQM.

From the findings, World Vision Kenya selects its suppliers based on quality, thus it can be concluded that World Vision Kenya practices supplier quality management as required by quality management system. The study findings revealed that TQM on customer satisfaction is practiced to a moderate extent. World Vision Kenya establishes and understand current and future clients’ needs to a moderate extent, it also balance the needs and expectations of all interested parties to a moderate extent, measures customer satisfaction and rectifies where necessary to a moderate extent and respond to customer complains to a moderate extent. This implies that World Vision Kenya needs to put more effort to ensure customer satisfaction since clients are the determinants of success or failure of an organization.

The research findings of this study imply that the major challenge in TQM implementation is cascading the program to the bottom of the pyramid. Management should ensure TQM awareness to all staff levels. Most organization use bits and pieces of the TQM principles more especially organization use TQM principles that support their existing organization culture thus leading to ineffective TQM implementation. Efforts should be done to mitigate the above challenges for successful implementation of TQM.

5.3 Conclusion

Strategic management in any organization is a crucial factor in efficient and effective leadership for successful functioning of any organization. The study finding concludes that effective management leads to improved performance, there is need to put more emphasis on all TQM principle to ensure more organization business performance, tools
in process approach need to be fully employed in implementation of TQM. There is also need to focus more on already established factors like management response to customer’ complaints, service delivery to customers and organization communication and balancing the needs and expectation of interested parties which have an impact on customer satisfaction.

Most employees maintain that the organization should understand the current and future needs of customers; they also agree that business performance and customer satisfaction are enhanced by quality management practices. The study findings also infer that use of process approach in defining the activities necessary to achieve desired results, evaluating risks, consequences and impacts of activities on customers, suppliers and other stockholders and analysing and measuring of the capabilities of key activities can also have a major impact on organization business performance.

5.4 Recommendations
The study recommends that emphasis should be put on the incorporation of all the principles of TQM for successful implementation of TQM and for the success of the organization. The role of leadership, employee participation, customer focus, supplier quality management, continual improvement, and organizational culture are apparent for the success of the firm in terms of market share, productivity, profitability and overall business performance.

TQM implementation has positive effects on overall business performance and service delivery. Implementing TQM does pay off since the benefits accrued include; improved quality, employee satisfaction, productivity, employee participation, teamwork, communication, profitability and market share. The study recommends that firm should establish their quality management systems according to the requirement of ISO 9000 effectively for effective TQM implementation and for the success of the firm. Flexibility of the organizational culture will determine the success or failure of implementing TQM. Resistance to change, lack of commitment, cascading the program to the bottom of the pyramid are some of the challenges faced in TQM implementation.
The study recommends that firms should be flexible enough when implementing TQM and management should develop a quality culture by changing perception and attitudes towards quality. Organization inflexibility and inertia has provided an environment that weakened and erodes the foundation of TQM.

5.5 Limitations of the Study
The research design adopted was a case study where the descriptive information provided by the respondents’ leaves room for important details to be left out and also locks out other companies within the same industry and thus there was no room for comparison across the industry.

The study used an interview guide as an instrument for collecting data from the managers of World Vision Kenya. By virtue of their job description and requirements, they were not readily available and this resulted into the data collection to be much longer than anticipated and planned.

5.6 Suggestions for Further Study
This study investigated on the effect of TQM on service delivery at World Vision Kenya. The study suggests that further research to be done on challenges affecting implementation of TQM within organization. The study also recommends that further study be done on the impacts of effective implementation TQM on organization performance so as to depict a reliable result that can be employed in improving organization by focusing both negative and positive effects.

TQM implementation has positive effects on overall firm performance. However such positive effects should be examined in detail to see if they are sustainable and continuous studies carried to verify if this then remains true in the long run. It would be good to know then the advantages and disadvantages of TQM implementation.
REFERENCES


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APPENDICES

INTERVIEW GUIDE

To the Respondent

Please be assured that information provided in this interview guide is purely for academic purpose and therefore would be treated with utmost CONFIDENTIALITY.

Thank you.

SECTION A: PERSONAL DETAILS

1. Sex/ Gender: …………………………………………………………………………
2. Age: ………………………………………………………………………………….
3. Educational Background: ………………………………………………………
4. Department: ………………………………………………………………………
5. Category/ level: ……………………………………………………………………
6. How long have you worked with World Vision Kenya? ………………………

SECTION B: TQM PRACTICES AT WORLD VISION KENYA:

1. In your own words what does Total Quality management means to you?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

2. List some TQM practices in your department:
   ………………………………………………………………………………………………..
   ………………………………………………………………………………………………..
   ………………………………………………………………………………………………..
SECTION C: ORGANIZATIONAL CULTURE
1. Briefly explain the effects of organizational culture on TQM implementation.

                             
                             
                             
2. How does the following impact on TQM Implementation?
   a) Fairness in applying policies:
                             
                             
   b) Training and development:
                             
                             
   c) Top management commitment:
                             
                             
   d) Team work within the organization:
                             
                             
SECTION D: THE ROLE OF LEADERSHIP IN TQM IMPLEMENTATION
1. How does the leadership impact on TQM?

                             
                             
                             
2. Which resources are provided by the top management in regards to TQM implementation?

                             
                             
                             
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3. Comment on Teamwork and Performance appraisal at World Vision Kenya.

4. Do you agree that leaders believe in the vision and mission of the company? Explain.

5. Explain how your leaders handle the following:
   a) Provision of quality service to its stakeholders
   b) Creating and sustaining, clear visions, goals, targets and shared values
   c) Providing staff with required resource, training and development
   d) Inspiring, empowerment and recognizing staff contribution
   e) Encourage team work and performance appraisal

SECTION E: CUSTOMER FOCUS IN TQM IMPLEMENTATION

1. How does World Vision Kenya establish and understand the current and future customer needs?
2. How does Word Vision Kenya ensure that it communicates and balances the needs and expectations of all interested parties?

3. How does the management measure customer satisfaction?

4. Does the management measure and rectifies the customer satisfaction?

5. Explain how the management responds to customers' complaints.

6. Are you satisfied with the level of service delivery to clients?

SECTION F: STAFF INVOLVEMENT IN TQM IMPLEMENTATION

1. To what extent does management empower employee and encourage innovation?

2. To what extent does staff establish quality improvements teams, corrective action teams and suggestion schemes?
3. To what extent do the employee participates in organization decision making?

To what extent do the employee participates in organization decision making?

To what extent do the employee participates in organization decision making?

SECTION G: EMPLOYEE MOTIVATION

1. What are some of the initiatives which have been put in place by the management to motivate staff?

To what extent do you think the following contribute to employee motivation?

a) Training

b) Product or service quality initiatives

c) Initiative to increase customer service

d) Company drive for referrals

e) Employee appreciation

f) Special employee of the year (recognition)
SECTION F: DECISION MAKING
1. To what extent are you involved in TQM Implementation?
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2. Do you believe the management considers your opinion in TQM Implementation?
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SECTION G: SUPPLIERS
1. How does World Vision Kenya work collaboratively with suppliers on a long-term basis?
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2. Briefly, give more details on how the management use the following to select the suppliers.
   a) Price basis
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      ........................................................................................................................................
   b) Recognition basis
      ........................................................................................................................................
      ........................................................................................................................................
   c) Quality basis
      ........................................................................................................................................
      ........................................................................................................................................
SECTION H: PROCESS APPROACH TO TQM

1. Does the organization process approach systematically define the activities necessary to achieve/obtain desired results?

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…………………………………………………………………………………………
…………………………………………………………………………………………

2. Briefly give the process the management use in evaluating risks, consequences and impacts of activities on customers, suppliers and other stakeholders, analysing and measuring capabilities of key activities.

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

3. Describe the following in regards to TQM:
   a) Balance score card
      ………………………………………………………………………………………
      ………………………………………………………………………………………
   b) Benchmarking
      ………………………………………………………………………………………
      ………………………………………………………………………………………
   c) Quality manuals
      ………………………………………………………………………………………
      ………………………………………………………………………………………
   d) Employee review
      ………………………………………………………………………………………
      ………………………………………………………………………………………
   e) Standardized audits
      ………………………………………………………………………………………
      ………………………………………………………………………………………
SECTION I: CONTINUAL IMPROVEMENT OF TQM IMPLEMENTATION

1. How does the following contribute to effective TQM Implementation?
   a) Continual Improvement policies
      ………………………………………………………………………………………
      ………………………………………………………………………………………
   b) Performance appraisal schemes
      ………………………………………………………………………………………
      ………………………………………………………………………………………
   c) Research team for innovative solutions
      ………………………………………………………………………………………
      ………………………………………………………………………………………
   d) Improvement programs
      ………………………………………………………………………………………
      ………………………………………………………………………………………
      ………………………………………………………………………………………

SECTION J: CUSTOMER SATISFACTION AND TQM

   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

2. How does the organization ensures that it communicates and balances the needs and expectations of all interest parties i.e. customers, owners, employees, suppliers, financier and local community?
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………
3. Give details and mechanisms on how the management measures customer satisfaction and rectifies where necessary.

4. How does the management respond to customers' complaints?

5. Are you satisfied with the level of service delivery to clients? Give details of the process.

SECTION K: ORGANIZATION PERFORMANCE AND TQM

1. Explain how the management uses the following strategies in implementing TQM.

   a) Service quality

   b) Strategic organization performance

   c) Employees satisfaction
SECTION L: CHALLENGES AFFECTING TQM IMPLEMENTATION

1. In your own view, what are some of the barriers to TQM Implementation?

2. Briefly explain how the following affect TQM Implementation.
   a) Resistant to change
   b) Application of various quality concepts
   c) Low capacity among personnel
   d) Low understanding of TQM by other staff
   e) Cascading the program to the bottom of the pyramid
   f) Lack of funds
   g) Lack of adequate information
   h) Internal threat
i) Dealing with negative attitude toward the program from staff
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j) Lack of resource
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k) Lack of commitment
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l) Frequent transfers unpredictable transfer of personnel
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m) Unwillingness from some of the management
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