

**DETERMINANTS OF IMPLEMENTATION OF TOTAL QUALITY
MANAGEMENT AT THE TEACHERS SERVICE COMMISSION
HEADQUARTERS, NAIROBI, KENYA**

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**A Thesis Submitted to the School of Education in Partial Fulfillment of
Requirement of the Award of the Degree of Doctor of Philosophy in
Education, Educational Administration
Maasai Mara University**

2022

DECLARATION

This thesis is my original work, and it has not been presented for any degree in any other university.

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DEDICATION

I dedicate this thesis to my lovely wife Gloria Kong'a and my children Joy Chebungei, Faith Chepkemoi, Precious Chepchirchir and Neema Tepesi for their unwavering support and patience during my period of study.

ACKNOWLEDGEMENT

I wish to personally express my sincere gratitude to God almighty for granting me grace and good health to undertake this study effectively. I would like to thank my supervisors Prof. Jeremiah M. Kalai, Dr. Susan Chepkonga and Prof. Florence Kisirkoi for persistently giving me constant guidance, encouragement, relentless and worthy effort towards the development and completion of my thesis. I would also like to thank the management of Maasai Mara University for giving me the opportunity and for availing various resources which contributed immensely to the development of this thesis. My gratitude goes further to my course cohorts for their enlightening contributions, insights, and encouragement during my period of developing the thesis.

Special thanks go to the entire team of lecturers and staff members of the department of Curriculum and Education Management (CEM) who took part in my journey towards attaining the PhD degree. Also, special thanks go to my friends, relatives and all the people who contributed both directly and indirectly towards the completion of this work. God bless you.

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CIEM	Curriculum Institution and Education Management
COK	Constitution of Kenya
CVF	Competing Value Framework
EMIS	Education Management Information System
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IFMS	Integrated Financial Management Information Systems
IPPD	Integrated Personnel Payroll Database
ISO	International Organization for Standardization
KSG	Kenya School of Government
M&E	Monitoring and Evaluation
MoHEST	Ministry of Higher Education Science and Technology
MoEVT	Ministry of Education and Vocational Training
NACOSTI	National Council of Science and Technology
OCC	Open Communication Culture
PDCA	Plan Do Check Act
PSC	Public Service Commission

QM	Quality Management
QMS	Quality Management Systems
RBMS	Results Based Management Strategy
SPSS	Statistical Package for Social Science
TSC	Teachers Service Commission
TQM	Total Quality Management
WITs	Work Improvement Terms

ABSTRACT

Organizations have implemented overall quality management methods in today's rapidly changing environment with high expectations, a quick-fix attitude, and the belief that quality management is a crucial component of success for competitiveness that will support their delivery of high-quality services. Teachers Service Commission of Kenya is an organization that facilitates coordination as well as ensures that the expectations of the commission's mandate are met. Despite this, the commission has not been able to fully accomplish its tasks toward the provision of high-quality services. This study set out to analyse the determinants the commission use on total quality management approaches, based on this premise the study had following the six objectives on the implementation of total quality management at the Teachers Service Commission Headquarters, Kenya which served as the basis for this: commitment from top management officers, adequacy of resources, employee training, level of communication, organizational culture and organizational structure. The proper aims, theoretical underpinnings, and conceptual framework were the main topics of the literature review. The Crosby and Juran's theories served as the theoretical foundation since they provided a methodology for identifying ideals while investigating quality management. As a result, the study employed a mixed method research design because it gave the researcher access to precise data for both quantitative and qualitative data analysis. The target group consisted of 292 workers at the commission's headquarters, including 53 lower-level employees and 160 clerks as well as 12 members of high management and 55 middle-level supervisors. A total of 92 respondents were included in the sample using the formula $n=0.3N$, of which 4 were top management, 18 were middle level supervisors, 53 were clerks, and 17 were junior workers. Three directorates out of seven were selected via purposeful sampling since they represented big, medium, and small numbers of personnel, respectively. The categories of staff in the sections under each directorate were sampled using stratified random sampling. The supervisory staff and lower cadre workers were surveyed to gather data. Schedules for interviews with top management officers were employed to gather data. The Statistical Package for Social Sciences (SPSS) was then used to evaluate the data, and qualitative data was assessed utilizing key themes from published content to draw logical conclusions about the research findings. To examine the statistical link between research variables, quantitative data was analysed using descriptive statistics like mean scores, standard deviations, and percentages as well as inferential statistics like correlation and multiple regression analysis approach. All the variables rejected the null hypothesis. Employee training had the biggest influence on the criterion variable for top management commitment, according to the results of multiple linear regression between the independent variables and total quality management ($t=.5.934$, $p<.005$) while degree of communication ($t=.418$, $p<.05$) had the lowest influence. For the commission as well as any connected organizations to successfully apply comprehensive quality management as a method for effective performance and service delivery, the study recommended that strategic determinants be continuously embraced.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The background of the study, the problem statement, the purpose of the study, the research objectives, the research hypothesis, the significance of the study, the limitation of the study, the delineation of the study, the assumption of the study, and the scope of the study are all presented in this chapter.

1.1 Background of the Study

Total Quality Management (TQM) is a management concept that aims to empower every employee of an organization through a systematic approach to quality improvement that focuses on long-term, continuous, and sustained improvement in work processes and productivity (Sohel-Uz-Zaman, 2016). Additionally, it is concerned with ensuring customer satisfaction, enhancing organizational performance, and removing change-related anxiety. TQM is a notion that has evolved alongside human civilization and aims to enable an empowered employee to operate in accordance with their views regarding the occupations and activities that have been allotted to them (Sohel-Uz-Zaman, 2016). This is crucial for addressing the factors that affect how overall quality management is implemented in a company.

The implementation of expected action plans inside an organization can be advanced using the Total Quality Management (TQM) strategy, which helps firms to spot opportunities or launch continuous improvement initiatives. Additionally, it promotes and answers the customer's voice for quality objectives throughout the development and function of the strategy.

Additionally, it increases employee knowledge of and motivation for corporate goals and objectives as well as their understanding of their roles in accomplishing them (Wani, 2014).

The idea of TQM may be misleading, for example, due to the assumption on the validity of the concept, like in a manufacturing sector where checking and re-checking of elements to filter out almost all faulty products before they reach the customer are minimal. Therefore Ahlam, (2014) pointed out that casual observation of most service-providing sectors would indicate change in quality standards on offer. Otherwise, it entails more than just following the conventional rejection rate requirements; it also involves making full use of every process to deliver consistently high-quality goods and services.

The foundation of total quality management is in the quality improvement that enabled superpower nations like Japan to restructure their economies and industries via visionary leadership. As American industries struggled to compete with the dominant Japanese market, they were forced to embrace high techniques like Malcolm Baldrige Award, and this started to permeate American cooperative culture in the early 1980s. It indicated that there was a need to comprehend others, have a good understanding of some commitment areas, performance areas, plus competency from evaluation (Stephen, 2009).

Mihaela, (2022) is an example of how Japanese culture initially prioritized quality in terms of product and performance but later changed its focus to customer satisfaction in response to demands from consumers who are well-informed about what they need and the importance they attach to quality, particularly in terms of performance design and consistency in quality level.

Furthermore, Subrata (2009) lists some of the difficulties in implementing quality management systems in the Indian textile industry as follows: a lack of support from top management, a lack of comprehension of the systems, resource limitations, a lack of employee education and training, excessive documentation, control, and resource requirements for certification.

The Malaysian government selected TQM practices as the best, most comprehensive upgrade to modernize its public sector. Launched as the secretariat for the prime minister's quality awards, the Malaysian Administrative Management and Modernization Planning Unit (MAMPU) played a vital role in evaluating quality management throughout the entire governance by the government and reaching out to private sectors.

To improve service delivery, the Government of the Republic of Tanzania reorganized the Ministry of Education and Vocational Training (MoEVT). Kitila (2011) investigated the poor practice of quality education and found that teachers' inability to meet their basic needs due to their low pay caused them to divert their attention to other activities. In secondary schools, this resulted in less time for instruction and lower educational quality.

The Public Service Commission (PSC), which is part of the Ministry of Public Service and Management of the Republic of Kenya, is committed to establishing efficient and effective policies in the public service that are consistent with national ethical standards of governance, job performance, public service values, and human rights for the benefit of Kenyan citizens (Guidelines for implementation of the new local government structures, Ministry of Public Service Kenya, 2016). Since quality management principles as well as quality

objectives are integrated into each phase of the strategic planning process, such as generation, deployment, implementation, monitoring, as well as measuring, TQM principles have inevitably and naturally become a key input for every stage of an organization's strategic planning process. TQM therefore aims to continuously enhance quality to satisfy customer needs and expectations (Asiya, 2012).

Every firm should have a plan to accomplish its objectives, but managing quality is the most important aspect of success and competitiveness to supply excellent services or to sustain profitability in the market (Ozcan, 2016). Because of its duty to enhance the quality of teaching service and human resource, Teachers Service Commission is a strategic entity in charge of managing teachers. The commission must then adhere to all relevant regulations and continually review and improve its performance by putting into place a quality management system based on ISO: 9001:2008. The ISO accreditation has served as inspiration to show that the company can provide quality service and exceeding consumer expectations (TSC Strategic Plan, 2007).

1.2 Statement of the Problem

Strategic planning as well as quality management principles goes hand in hand to make Total Quality Management the dominant management philosophy. A lot of businesses, including TSC, are still unfamiliar with the principles and methods of TQM, according to Ahmed (2016). Despite this, these organizations must develop a clear vision for the future of their organizations, likely by creating ambitious goals and objectives to meet those goals.

Teachers Service Commission of Kenya is an organization that facilitates coordination and ensures that the commission's expectations are met, but it hasn't been able to fully carry out its duties toward the provision of quality services in a way that is satisfactory. The management's comments in areas like information, communication, and technology (ICT) indicate that there aren't many explicit ICT policies to direct capacity utilization and address new issues in the industry, like how online services like websites and access links are frequently difficult to use (TSC Information, Communication and Technology Policy, 2010).

Furthermore, given the dynamic nature of management and service delivery, the research and development policy framework that has been in place does not clearly and completely handle teacher management concerns like promotions, transfers, as well as exits, among others. This situation leads to uncoordinated and ad hoc management operations like performance contracting, performance appraisal, and research-related activities, which raises operational expenses and misdirects performance, negatively affecting the commission's ability to implement overall quality management (TSC Research & Development Policy, 2014).

The researcher discovered that there is a need for investigation and intervention to understand the factors that influence TQM implementation as a practice in the commission based on the circumstance and deficiency described in the information above. This was possible because of how broad the commission's human resource, mandate, as well as organizational structure are. In order to better understand these factors, the researcher performed a study in the Kenyan headquarters of the Teachers Service Commission.

1.3 Purpose of the Study

At the Kenyan Teachers Service Commission's headquarters in Nairobi, the researcher performed research on determinants of implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To determine the extent top management commitment in implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.
- ii. To examine the adequacy of resources in implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.
- iii. To establish the level of employee training of in implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.
- iv. To establish the level of communication in implementation of Total Quality Management practices at Teachers Service Commission Headquarters, Nairobi, Kenya.
- v. To determine the organizational culture in implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya

- vi. To evaluate the organizational structure in implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

1.5 Research Null Hypothesis

In order to determine how accurately one can, extrapolate observed results from a study sample to the larger population, this procedure is used to assess the quality of the evidence from the samples and to provide a framework for decision-making relating to the population. The following research hypothesis served as the foundation for the study;

H₀₁: There is no statistical significant relationship between top management commitment and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

H₀₂: There is no statistical significant relationship between adequacy of resources and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

H₀₃: There is no statistical significant relationship between employee training and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

H₀₄: There is no statistical significant relationship between level of communication and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

H₀₅: There is no statistical significant relationship between culture and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

H₀₆: There is no statistical significant relationship between structure and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

1.6 Significance of the Study

When the study is finished, the following stakeholder groups might find value in the findings:

- i. The potential individuals or groups in academia world to get reference materials on determinants of implementation of total quality management
- ii. The Commission and other organizations enabled to attach importance on determinants of implementation TQM towards achieving quality performance and service delivery.
- iii. The commission being teacher management body in Kenya will form a basis for formulation of effective policies and guidelines towards performing her mandate.
- iv. The findings and discussions will further enrich existing related literatures and stimulate further research in relation to implementation of TQM.
- v. The researcher will be tasked to link with other relevant authorities and respective respondents throughout the exercise and after.

1.7 Limitations of the Study

These are the attributes of designs or methodologies that have an impact on or influence how the results of the study on the factors affecting the commission's adoption of total quality management are interpreted. The study's shortcomings were as follows;

- i. The mixed method research design combined and integrated both qualitative and quantitative data in a single research study.
- ii. In a single research study, the mixed method research design combined as well as integrated both qualitative and quantitative data.
- iii. Limited access to information due to busy top management officials and expansive sections with many employees interfered with the research sample and selection which resulted to limited access to strategic type of participant due to use of stratified random sampling method.
- iv. Respondents would be reluctant to divulge information about their experiences implementing TQM out of concern that their authorities may use it against them.
- v. To validate the instruments that would capture the necessary information, the researcher was required to conduct a pilot exercise, notify the appropriate authorities in advance, as well as assure anonymity on the use of the data acquired.

1.8 Delimitations of the Study

The following delimitations were excluded from the study.

- i. There are many organizations either public or private that could be affected in relation to determinants in implementation of Total Quality Management.
- ii. This study was limited to target population from the three out of seven directorates at the headquarters this left out other employees in the other four directorates at the headquarters, county and sub county offices as target group due to expansive size of the structure in the commission.
- iii. The study was delimited only to the following variables; organizational structure, culture, communication, employee training and top management commitment.

1.9 Assumptions of the Study

The following are the assumptions that would be made about this study.

- i. Total Quality Management was implemented in Teachers Service Commission.
- ii. All the respondents would be available, give honest and accurate information,
- iii. The required resources and facilitation were available for the researcher to undertake the study and adequate data will be collected.

1.10 Definition of Operational Terms.

Effectiveness: refers to the extent to which objectives are attained through using Total quality management in the commission.

Efficiency: Refers to how inputs are economically converted into outputs aided by Total quality management in the commission.

Evaluation: Refers to a systematic examination of a planned, ongoing or completed project and programmes in the commission.

Leadership: Refers to the ability to generate commitment, involvement and creating levels of consensus, enlightenment and provision of vision at the commission.

Staff training: This is the preparation of the employees towards understanding and acquiring skills on their job assignments in the commission.

Monitoring: This is a regular collection and analysis of information that assist on timely decision-making, accountability and provision for evaluation in the commission.

Quality: The characteristics that formulates an opinion in regard to a product or service, expressed in terms of the psychological or production process in the commission.

Stakeholders: An agency, organization, group or individual who have a direct or indirect interest in a programme through its implementation and outcome in the commission.

Secretariat Staff: Refers to the employees of the commission in the teacher management level in the commission.

Commission: Refers to Teachers Service Commission in Kenya.

Teacher Management: Refers to all activities, operations and programmes instituted towards ensuring effective services in the Commission.

Theory: The numerous ideas of quality as they have been defined and regarded by different authors in their contributions, results, and suggestions in relation to the commission's implementation of comprehensive quality management.

Total Quality Management: Interactive management practices are used at the commission to continuously improve the standard of performance as well as service delivery.

Top Management: Directors of teacher management in the Commission are the individuals or group of officers in charge of practically all activities and programs.

Programme: A plan of action that determines the entire process to an end in the commission.

Workplace: Workplaces or locations where employees spend time working for pay in the commission

Resources: Refers to human capital, assets and funds available in the organization in the commission.

Organization: Refers to an organized group of people with a particular purpose, such as business or government department in the commission.

Organizational Culture: Refers to values, beliefs and practices that guide the operation of employees in the commission.

1.11 Organization of the study

The study contains five chapters.

Chapter One: background, statement of the problem, purpose, objectives, research questions, significance, limitations, delimitations, assumptions, definition of operation terms and organization of the study.

Chapter Two: introduction, concept of total quality management, top management Commitment and implementation of TQM, adequacy of resources and Implementation of TQM, level of employee training on implementation of TQM, level of communication and implementation of TQM, organizational culture and implementation of TQM, organizational structure and implementation of TQM, research gaps, theoretical and conceptual framework, summary of related literature review of the study on determinants and implementation of TQM.

Chapter Three: introduction, research design, target population, sample size and sampling procedures, research instruments, instrument's validity and reliability, data collection procedures, data analysis techniques and ethical considerations of the study on the determinants and implementation of TQM.

Chapter Four: presentation of data collected analysis, findings and discussion of research findings.

Chapter Five: summary of findings, conclusions, recommendations, discussions and suggestion for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter examined the literature review related to the study on the factors influencing the adoption of total quality management (TQM) at the headquarters of the teachers service commission, including the following: the idea of TQM, top management commitment and adoption of TQM, sufficiency of resources and adoption of TQM, the degree of employee training and adoption of TQM, the degree of communication and adoption of TQM, organizational culture, and conceptual framework, a summary of the study's literature review on the factors influencing the commission's adoption of total quality management.

2.2 Concept of Total Quality Management

Total Quality Management is a strict, highly disciplined, as well as skilled process created to challenge current practices that determine performance through pervasive coaching or training, organizational teamwork supported by professional cultures, as well as challenged through feedback that takes into account the customer's point of view on products or services that could easily meet all the requirements but still may not be fit for purpose (Esin, 2014).

The fundamental goal of establishing overall quality systems is to make sure that the organization's operations continue to improve and that the employees, systems, procedures, and working environment are all in compliance with the established standards. Through a company's overall efficiency and effectiveness, TQM seeks to improve client benefits and services. Total quality management (TQM) is a term used to describe a quality-focused approach that

most businesses adopt. TQM has received a lot of attention because of its growing adoption and dispersion in the business world. TQM has developed into a highly regarded as well as sustainable management concept across all industries, especially in the last 20 years (Nowak, 2017).

Quality performance is essentially strong and positive relationships, as it was championed by TQM proponents who underlined that effective implementation of TQM can result in better quality of goods and services, even though the influence of TQM on various performance areas varies. All organizations continue to view quality management as a key activity that is tied to gaining a competitive advantage (Costa & Lorente, 2018).

Hung, (2017) advises in terms of TQM that the internalization of quality needs to be based on the needs of the customers such that a large part of TQM is the process management that improves the quality of the product at various stages of production. The literature that is now available suggests that process management is directly and favorably related to product quality. Additionally, management leadership greatly influences the quality of performance through fostering a quality culture among the workforces.

Over time, there has been a noticeable improvement in the emphasis placed on TQM, as evidenced by how consistently it is used in day-to-day operations. This could be used to mock TQM or support the extent of its influence. This is produced by a practical perspective that blatantly displays a commitment to organizational survival and progress. The development of an ideology, philosophy, and methods of action that are intended to completely satisfy customers through their continuous improvements is what TQM is about, but

the paradox is that if we have complete faith in the advantages that can result from its implementation, then it is a good process, but if we have doubts about its viability, then it is not (Davood, 2013).

According to Dale (2019), TQM is a method that can help a company understand its goals as well as the needs and expectations of its customers, the community, and other stakeholders. The organization's methods emphasized effectiveness and efficiency while constantly aiming for improvement. The study of TQM has developed over time and can be traced back to the fifth century B.C., also known as the age of craftsmanship, when Rome and the pyramids were built with high-quality materials.

The 20th century saw a shift in emphasis on improving efficiency and quality control. The statistical control chart was developed by Walter (2021) of Bell Telephone Laboratories. Although its initial application was questionable, the United States military eventually accepted it. After World War II, Edward Deming introduced quality control to Japan in the 1950s to aid in the nation's post-war reconstruction. Lindsay (2016) connects this to the 1970s, when the United States of America stepped up its TQM implementation in order to compete with the Japanese, who had switched from conventional methods to more contemporary ones that put a priority on continuous improvement. This was symbolized by the founding of the Malcom Bridge National Quality Award in 1987. Prior to that, in the 1980s and 1990s, corporations regarded quality as being determined by customer demand and satisfaction.

TQM is also described as "creating a remarkable culture in performance, where all the organization's members are continuously trying to meet customer

expectations, work performance with high effectiveness, and done in the quickest time feasible" (Zaidan, 2019). Otherwise, TQM is seen as a combining of the employees' diverse energies and investments in order to achieve quality performance. In order to provide excellent services, the majority of organizations, TSC not excluded that operate in difficult circumstances tend to use or embrace TQM management systems. Therefore, it is described as the methodical, organized manner to ensure the flow of preplanned activities, the best way to prevent or avoid difficulties by promoting positive behaviors, and the best use of control systems (Swais, et. al., 2011).

2.3. Top management commitment and implementation of Total Quality Management

According to Schein, (2010), top management provides overall leadership by engaging in a crucial and unique process of interpersonal or social influence that persuades a person or group to enlist support or assistance from others in order to complete a task or make an institutional decision inside or outside of an organization. Through TQM, top management is also seen as a system that promotes worker growth, developed multipoint communication, resource efficiency, valued cultural variety, and individual qualities. A manager would advocate for more leadership than traditional management behaviors to increase employees' awareness of quality activities through the adoption of TQM by not only creating a vision, but also ensuring that vision is translated into reality through excellence execution, he continued, noting that leaders need to encourage employee empowered and participative decision making.

In his study, Revishankar (2014) argued that leadership is a crucial component for fostering dedication to TQM, and that "without leadership, there is no transformation in organizations." He emphasized that in order for firms to be responsive to consumers' demands and expectation, organizational culture change requires senior leadership involvement. The organization will be able to decide which actions are most important for ensuring that it is moving in the right path.

A leader's skill is to establish a solid foundation, create and direct an organization-wide long-term vision that is motivated by constantly changing consumer needs and led by relevant core values and principles. Through their morals, dedication, and participation in workforce planning, communication, as well as coaching, they are supposed to function as role models. It guides managers toward a core strategy that, in turn, dictates behavior, setting a good example for others, knowledge, and adaptable responses to environmental changes (Iseu, 2013).

Therefore, senior management has a crucial responsibility in assisting staff in working for and in conjunction with their clients by involving everyone on staff in problem-solving activities and by asking how they perceive things and how challenges can be addressed rather than outlining how they will play out. A manager needs a combination of technical expertise, conceptual prowess, social and human abilities to carry out the management and execution of work, regardless of the role they play in the private or public sector. The following techniques can be used to facilitate this.

2.3.1 Strategic Quality Planning and Total Quality Management

The process of developing, putting into practice, and assessing an organizational strategy that enables an organization to achieve its goals is referred to as strategic planning. In most cases, firms develop many strategies at once. Therefore, regardless of its term duration, strategic planning in TQM includes actions to guarantee that it is in accordance with other plans in the firm. The organization's capacity to implement the strategies should be considered during strategic planning for TQM strategies (Black & Porter 1996).

Strategic quality planning, according to Henry, (2004) is a useful management strategy that encourages employee acceptance and support through the implementation and comprehension of the organization's vision, purpose, and values while taking the quality concept into account. Prior to production, effective strategic quality planning initiatives include any potential negative environmental implications of the plan. By focusing public resources to better service delivery, this will materialize and improve social responsibility of the organization toward a refocused government's mission through servants. The public administrators would be aware that flawed systems, not flawed people, are typically to blame for issues, and they would likely realize the importance of human resource management in the public sector for achieving high standards of performance. Therefore, TQM practice is a theory-based approach that enables public managers to recognize individual achievement, boost the potential for widespread collaboration, and enhance procedures. A viable framework for implementing a TQM improvement strategy at all levels is offered by the current interest in implementing TQM practice in public services.

To experimentally evaluate the effect of top management commitment on the achievement of quality management, Javed, (2015) conducted a study. The scope of this study was the ARL Company in Islamabad, and the sample for the study was made up of executives and managers who reported to functional heads. When choosing the subjects for the study, the researcher used judgmental sampling and survey questionnaires. Top management commitment was found to be favorably associated to the success of quality management in a business, according to the correlation study, which also explained a positive moderate association between the two. In contrast to the above study, which used judgmental sampling, which was probably biased, the researcher used an objective sample procedure in the current investigation.

A study on Malaysian service companies by Wahid, et.al. (2009) found that ISO implementation has a significant impact on performance. Interviews with the pertinent stakeholders regarding the implementation of ISO were the technique of data collecting. Thematic analysis of qualitative data allowed for the identification of several key implementation factors for ISO 9001. These elements included the support of top management, employee involvement, teamwork, continuous improvement, reward systems, knowledge of ISO 9001, performance measurement, and communication. According to the survey, top management support and participation was one of the most important factors. According to the findings of (83.3%) of the respondents who were interviewed, senior management has an impact on the success and sustainability of ISO 9001. The percentage of respondents who voiced their opinions during the interview helped this study identify the three factors that were thought to be most important in the implementation of ISO 9001.

Magd, (2008) concentrated on how the adoption of ISO certification was influenced by how Egyptian businesses themselves saw the standard. The purpose of the exploratory study design was to gather information via a structured mail survey about management attitudes and perceptions about ISO: 2000. 200 manufacturing companies in Egypt received questionnaires by mail, with a 35% response rate. According to the research's findings, Egyptian manufacturing companies are aware of ISO and believe it to be pertinent to their operations. In order to increase the effectiveness of the quality of goods or services and to improve a company's performance, ISO certification was sought after. Improved documentation and increased effectiveness of the quality system were the key advantages noticed from applying the certification. However, the participants felt that a lack of top management support and a lack of qualified employees were the two biggest obstacles to an effective ISO implementation. The association between ISO certification and performance was established in the current study using both an explanatory and a descriptive research methodology. Data were collected using a drop-and-pick method, and the response rate was 85.8percent

The most significant aspect, according to Chin and Choi's 2003 study on the influence of ISO and the firm's performance, was how senior management viewed the certification because this was determined to be the most critical factor for adopting the standard. If certification is well received, high management will give it their full support. The top management does, after all, serve as a catalyst for the implementation of quality management systems by providing the necessary resources, which are important components of continuous improvement through the development of values, goals, and systems

to meet customer expectations and enhance the effectiveness of the organization. The study's findings indicated that although senior management commitment is crucial for quality performance, additional research is needed to determine if ISO certification is driven internally or externally. The current study, which considers other characteristics like organizational competency, customer focus, and continuous development, does not address these issues.

Top management commitment, according to (Liang et al., (2007), can take the form of both belief and involvement. Top management belief refers to opinions on the potential of TQM, while top management participation refers to the actions and behaviors taken to promote TQM diffusion. Organizational decisions also reflect the values and underlying assumptions of the senior management. From the standpoint of information systems, they further claimed that top management's attitudes can provide managers and business units with visions and guidelines regarding the potential and hazards associated with diffusion. Consequently, the TQM diffusion may be strongly impacted by top management commitment.

According to Hazen (2012), the TQM process is routineized within the organization after organizational constituents adopt it as a guiding concept. Routineization, according to TQM, is the permanent modification of an organization's governance processes to take TQM into consideration. Assimilation, a term used to describe how much TQM is employed in an organization, is either based on prior research on institutional theory or innovation dissemination.

However, Dilshad et al., (2012) noted that the success of the quality movement depends on the top management's long-term commitment to quality, which should be demonstrated by the management's high priority given to quality, consistency in quality improvement policies, and resource allocations for quality initiatives. To connect quality commitments with the entire organizational culture, this should go beyond policy framework and be reinforced by an awareness of the organization's culture. To inspire staff to fully support quality initiatives, the institution needs leadership that is either effective or of a high caliber. Furthermore, Mohammadi (2014) claimed that quality is "a boardroom issue," where its initiative and definition are driven by the dedication of the top management, which contributes to the development of employee trust. They can adopt the notion of quality and apply the techniques in their regular work within the company. Top managers must always put an emphasis on enhancing employees' capacities and skill sets by enrolling them in training courses that are especially made to boost output and improve the standard of goods and services. The top leaders are encouraged to instruct their followers in the new skills they need to comprehend the new problems in the altered environment.

According to Cordeiro (1997), managers must carry out TQM plans and programs where the activities, the people in charge of carrying them out, the time frame for outcomes, and the resources are established. However, Psychogios & Priporas (2007) have stated that it is challenging to associate all managerial activities with their tasks in the TQM environment, thus it is necessary to assess both quantitative and qualitative factors to carry out the evaluation of their commitment in a better way.

The manager is the core or engine of TQM, according to Wang (2010), and all other workers and middle managers are only a reflection of their behavior. Such that it fosters a sense of "we won't be frustrated, our seniors are with us" among the staff. This confirms, but also demonstrates a stronger dedication on the part of top management to TQM and the associated tasks through improved oversight of the production procedures and quality produced.

Critical success elements and ISO 9000 maintenance in New Zealand were studied by AbWahid and Corner (2009). Top management, staff, teamwork, communication, and performance were study variables. They interviewed members of the upper management. The study concluded that key success elements for ISO 9000 and business performance include top management, teamwork, communication, and understanding of ISO 9000. The goal of the current study was to determine how top management commitment affected the relationship between quality management strategies and performance. This is consistent with this study, which found that top management is a key component of ISO 9000, the series that is focused on performance and quality.

A study on top management commitment to TQM adoption through employee empowerment, job satisfaction, and customer satisfaction in TQM-practicing firms was conducted in Nigeria by Ugboro in 2000. 800 senior managers whose companies were affiliated with the Association for Quality and Participation received the surveys. 250 of the 300 questionnaires that were returned might be used. A five-point likert scale was used in the questionnaire to ask respondents how much they agreed or disagreed with each statement. The remarks covered a variety of topics, including employee empowerment, senior management leadership, and dedication to TQM. A correlation between top management

leadership, employee empowerment, and employee job satisfaction was discovered by the study. However, they discovered that some firms are hesitant to make the whole cultural changes necessary to implement TQM.

In order to understand how TQM techniques, affect customer orientation and learning organizations in Malaysia's service sector, Ang et al. (2011) performed a study. The authors used a variety of analysis approaches and procedures to get to the conclusion that, when compared to other TQM components studied in the study, leadership had no significant link with customer orientation. Aside from the outcomes, the authors discovered that leadership is not among the three variables that significantly influence organizational learning. It was discovered during the investigation, which involved 600 small service organizations chosen from the Federation of Malaysian Manufacturers (FMM), that the majority of these organizations' activities varied with respect to the majority of service business types, including hotels, courier services, banking and finance firms, and consulting firms.

While Keng and Abdul-Rahman (2011) observed in their study that TQM methods and implementation need top management in construction organizations to be more helpful and effective. Senior project managers from 12 construction firms in Malaysia were interviewed by the writers. The purpose of the study was to investigate quality management techniques, managerial commitment to quality management, and issues with quality management implementation in construction projects.

Wahid et al. (2011) looked into the top management's role in the upkeep of ISO 9000 as well as the results of the QM system, processes, and implementation in

two significant service firms. The inquiry focused on the dedication and leadership of senior management through a variety of strategies, including taking part in quality improvement, providing essential resources, and demonstrating a consistent dedication to quality perfection. The results of using various analysis methodologies revealed that top management commitment levels to the upkeep of the ISO 9000 and the quality management system and practices varied across the two firms. The first company's responders made more favorable comments about their top management. The study's last finding focused on the contribution of senior management to the success of the ISO 9000 maintenance and Quality Management systems.

Sit, (2011) demonstrated through their study that leadership, a TQM construct, has a strong positive relationship with service quality in Malaysian commercial banks. Employees in middle management at 20 commercial banks were the focus of the investigation. The study's major goal was to investigate the relationship between TQM techniques and customer service in Malaysia's commercial banking sector. The authors concluded from the findings that providing high-quality services to consumers is the top management leadership issue in commercial banks.

The findings of a study by Noor Azman et al., (2010), which showed that visionary leadership is one of the most crucial human resource-related factors that promises successful TQM implementation in high education institutes in Malaysia, support the importance of management leadership to the same extent. The writers talked about the importance of visionary leadership in higher education institutions and its vitality. This significance is demonstrated by the

involvement of top executives in developing a long-term, customer-focused work dimension that exhibits apparent quality values in their organizations.

The function of leadership in the context of TQM practices and implementation using alternative ways was examined by Abd Manaf (2009). Their research's goal was to look into the connection between role stressors and TQM procedures. Malaysian service companies that are ISO 9000 certified were not included in the study. The study included role stressors and characteristics of TQM practices in service firms. In contrast to the high education and commercial bank examples, the leadership index showed that role pressures may be negatively impacted by leadership. Contrary to the findings, leadership plays a significant beneficial role in quality management in Malaysian public hospitals, which is consistent with findings in prior examples involving commercial banks and high education levels

Samat et al. (2006) looked at the connections between managerial support as well as commitment and market orientation as well as the quality of the services provided. The authors concluded that, when compared to other TQM constructs studied in the study, this construct had no discernible impact on service quality or market orientation. Study subjects included service providers from a range of industries, including banking, education, private and public utilities, and consulting. Each organization followed TQM principles and was based in a state in northern Malaysia.

Based on a case study by Rafikul Islam (2008), it was stated that senior management's dedication to the TQM programs established in the organization on the study did not contribute to their success. Based on a lower response rate

to the study's questionnaire and interviews, the author identified the same factor as one of the causes of the program's failure. To successfully implement the TQM program, the author advised the organization to pay more attention to senior management's commitment. It is important to note that the Malaysian company in which the author is interested is ranked as the world's fourth-largest e-purse system.

According to Tari (2006), strong and effective top management's leadership comes from the top of the organization, and educational institutions are no exception. Management leadership is a crucial component in the success of TQM in higher education institutions for efficient and effective management in order to achieve quality excellence. Since management serves as the facilitator and promoter of the TQM implementation process, its commitment to and leadership in quality must be evident, ongoing, and present at all management levels.

In their study, Calvo-Mora et al., (2006) discovered that top management commitment to quality is demonstrated by the development of the components of a quality management structure. Since top management would allocate adequate resources to quality improvement efforts if it were committed to quality, this finding suggests that one of the manifestations of top management commitment to quality would be the allocation of adequate resources to such efforts. Indicators of an institution's ability to provide services in an organized and professional manner can also be found in the physical environment. For instance, the learning environment includes lecture halls, labs, common areas, and university buildings; learning support facilities include libraries and

computing facilities; and other facilities include dorms for students, medical centers, as well as student services.

In addition, Lindsay (2008) pointed out that middle level managers need to have the ability to keep an eye on the people and resources used in carrying out organizational plans, to reflect on their interactions with others, and to collaborate well with staff in order to implement changes that may come from both the top and lower levels of the organization.

Middle managers will be successful in their roles if they are dedicated to implementing and growing quality management systems at their firms. They must increase their levels of engagement with lower level employees, communication with lower level managers, and training of lower level managers in the application of improvement tools and procedures. They ought to serve as top management's information sources regarding the implementation of quality management and the challenges that lower-level managers and employees face during that process (Dale et. al., 2007).

Middle managers should also be in charge of communicating their personal commitment to employees and making sure that they understand the principles of quality management (Oakland, 2011). Middle managers should concentrate on creating the departments' improvement plans and procedures within the context of quality management, making sure that the department's goals and the improvement plans are in line with the organization's strategic goals.

Top management should establish an environment within the firm that prioritizes continuous improvement in order to communicate quality strategy throughout the company. Their dedication encourages the development of

distinct, understandable quality values and a management framework that directs all firm operations in the direction of excellence in quality. (Yusuf et al., 2007)

The critical elements of TQM in Palestinian organizations were also the subject of an empirical study by Baidoun (2016), who found that top management commitment and involvement, as evidenced by the development of a clear organizational mission, the development of quality policy and values, the setting of achievable quality goals, appropriate planning for quality management, and the creation of a quality management structure, improved the implementation of quality management systems.

Through a study by Kanorio, (2014) suggested that senior management's commitment to an organization determines the leadership culture, and that for effective leadership, it is impacted by leaders' intense dedication to the organizational plan, open communication, and collaboration. The performance of the organization is improved through TQM deployment. Quality-related issues are connected to managerial effectiveness. The more problems a company faces from suppliers, stakeholders, and customers, the worse its management and leadership are. Top management commitment is vital for effective quality management. In order to achieve operational performance and lower operational costs in the long run, senior management commitment to quality is necessary. This attitude states that quality will take precedence over cost

2.3.2 Teamwork and Total Quality Management

Quality is frequently achieved by a series of teams working on tiny, incremental initiatives, each of which is intended to address a particular issue, enhance an existing procedure, or create a brand-new one. Teamwork, on the other hand, is a skill that must be learned; it does not just happen naturally. Accessibility and complaint management affect how an organization gives consumers access to information so they may ask for help, conduct business, and complain about how the company decides what customers need to be contacted about and how to evaluate and enhance customer conflict performance. Teamwork would therefore offer TQM process with input that could result in long-term improvements to the process and systems (Porter, 2010).

Because the organizational pursuit of quality has broad implications, it should not be reduced to a purely technical or political process. Correct social and power interactions that must be understood and viewed through a "moral" lens in order to allow us to question their effects on the experiences of different organizational stakeholders, shape quality. Employees appreciate taking part in quality processes that call for more use of their knowledge and abilities to address problems because this changes the nature of the tasks, makes some of them more complex, and makes them more challenging (Mostovicz, 2009).

Teamwork improves and economically achieves outcomes fast through the free sharing of ideas, information, knowledge, and data when it is properly managed and developed. As a result, cooperation is crucial to TQM in order to increase trust, enhance communication, and foster an interdependent rather than independent culture (Cohen, 2007).

According to Anaza (2012), and O'Leary, (2012), teamwork during the planning and implementation stages is necessary to ensure the results of customer focus and ensure that customer-related issues are resolved to the satisfaction of the consumers. One tactic to boost performance is to integrate customer focus proactive, and for this, cross-functional teams must be directly involved throughout the planning stage. A team is a social and dynamic entity made up of two or more people working toward a common goal. They coordinate the tasks to be completed according to each person's skill level in order to accomplish the shared goal.

Khawka (2016) demonstrated how most human resource management policies affect a team's effectiveness, with the team's output varying depending on the environment and its members. He made the point that the work environment should promote teamwork among employees since this is one way to involve them in various team activities like process and efficiency development. HR policies generally link teamwork to employee empowerment, which includes self-worth recognition, individual power, and use of that power to further organizational objectives. Delegation of responsibility and control is a component of employee empowerment, according to Lyth & Johnston (1996). They added that employee empowerment encourages individuals to take initiative and work well in teams while discouraging a strict hierarchy.

2.3.3 Employee Motivation and Total Quality Management

According to Cole's (1995) definitions, motivation is a psychological process that offers conduct, direction, and purpose. It can also be seen as a decision-making process that allows people to decide on desired objectives and then

initiate the behaviors necessary to achieve them. This occurs when people anticipate that a particular course of action will probably result in the achievement of a desired goal and the receipt of a valuable reward, such as satisfaction.

A motive, according to Walman (1994), is an internal drive that prompts someone to act in a particular way. It is the responsibility of the leadership to comprehend some fundamental ideas about motivation and its contributing aspects through its applications. It would be reasonable to assume that knowledgeable workers' readiness to participate in a TQM process would be influenced by their perception of the relevance of TQM tools that would improve work performance as well as their confidence that improved performance will result in the right kinds of organizational rewards. In a TQM environment, managers must use their position of authority to empower others.

2.3.4 Employee Recognition and Total Quality Management

Employee involvement can boost comprehension of the organizational mandate and encourage healthy competition by acknowledging the excellent job that has been done, according to Chapman (2001). It involves steps like adopting knowledge, experience, and ideas, as well as lower-level decision making. Some businesses run programs like "employee of the month" or "employee of the year," in which workers who go above and beyond in carrying out their responsibilities and providing customers with excellent service are honored publicly and awarded a diploma or badge of achievement. In their study on organizational strategy and the incentive system, Allen and Kilman (2001) made the case that matching the organizational strategy with the reward policy increases organizational effectiveness.

In their study on rewards and recognition in the context of TQM, Rusoo et al. (1992) came to the conclusion that any organization adopting TQM strategy and undergoing corporate cultural change must plan HR policies in such a way that reward and recognition become a fundamental tool for bringing about such change. They advise any organization to acknowledge its accomplishments through its personnel and other relevant internal and external stakeholders. Employees that succeed in process improvement, problem prevention, and customer satisfaction must be rewarded when TQM is implemented. The HR representative should make sure that a rewards program is linked with corporate procedures. They contend that the application of TQM increases market share by enhancing product quality and improves the job satisfaction index.

According to a research by Atwati,et.al., (2019), training and development, compensation and rewards management, and other HR practices that are tied to one another have a positive impact on an organization's performance over time. However, no meaningful research has been done to determine how HR policies affect employee engagement. Researchers have found that firms that have implemented TQM procedures have also embraced management systems including training and employee participation in recognition programs, but they have not looked into whether these systems boost a person's sense of ownership, also known as engagement. Employee engagement is a topic of tremendous interest, yet little is understood about how HR practices may impact employee engagement.

According to Aybas (2017), it was necessary to confirm how TQM has affected HRM procedures in Indian organizations. Studying the impact of TQM on

employee engagement in the context of the Indian corporate environment is necessary because the business regulations, labor laws, and working environment in India differ from those in industrialized nations. By investigating the impact of TQM deployment on employee engagement, the author attempted to close the gap. Employee engagement was set apart from ideas like staff participation, job satisfaction, employee commitment, and teamwork by Markos (2010). They claim that in order to attain management's interest in employees' well-being, respect for them, and prospects for career advancement, there must be a two-way effort exchange between the staff and top management. Boikanyo, (2019), came to the conclusion that an organization's attrition rate is lower when its personnel are highly engaged with continual expansion and high levels of client satisfaction. This is attributable to HR practices that support employees' efforts by empowering them, fostering their growth, and offering support when needed.

According to Imran (2014), employee appreciation has been found to be a powerful motivating factor that amplifies workers' efforts toward achieving organizational goals and objectives and also exhibits a high positive correlation with worker performance. Harrison (2005) states that employee recognition entails the timely, informal and/or official acknowledgment of a person's behavior, effort, or business result that promotes the organization's aims and values and that obviously has been above and beyond usual expectations. Recognition has been defined as a positive reaction and evaluation of an individual's contribution, reflecting not only work performance but also personal dedication and engagement on a regular or sporadic basis, as well as

expressed formally or informally, either individually or collectively, privately or publicly, but rather monetarily or non-monetarily (Brun & Dugas, 2008).

The goal of employee recognition, as correctly stated by (Nyakundi, Karanja, Charles & Bisobori, 2012), is to let people know and understand that their work is valued and appreciated, as well as to give them a sense of ownership and belonging. This boosts morale, fosters loyalty, and increases employee retention rates within the organization. Recognition is increasingly more relevant and accepted globally in businesses aiming to flourish in a competitive economy since organization success is linked to employee performance, and its broad reach offers a variety of possibilities for application. According to Maritz Institute (2011), appreciation includes a variety of actions and occasions that broadens and improves employee talents in an organization.

In their research literature, Brun et al., (2008) found four techniques to employee recognition stated as personal recognition, work practice recognition, job dedication recognition, and outcomes recognition. They continued by saying that these four acknowledgment strategies acknowledge workers as full-fledged people who can devote time and effort to their task in order to do it properly and produce tangible outcomes. Recognition is said to be easy to give out, available to all employees, and available in a variety of ways, such as a management thanking someone in person or in writing, a more senior manager in the organization writing to the person trophies, preferred parking spaces, theater/movie tickets, usage of specific facilities, gift cards and certificates, shopping vouchers, domestic products, meals, and public recognition of the best employee of the month or year.

According to Nolan (2012), effective employee recognition takes place in workplaces with strong, encouraging cultures that comprehend the psychology of rewarding employees for their hard work, put those principles into practice, and encourage other employees to take the initiative in their working relationships.

In their study, Manjunath (2012) and Ferguson (2010) noted that although individuals already possess the aptitude and the skills to spur better performance levels, such motivation must come from inside the workforce. However, not all businesses take employee recognition seriously. Most organizations' schemes of service do not specify how employee appreciation is to be carried out either.

According to Nisar & Ahmad (2014), the majority of managers in organizations are successful when praise is given at work, a positive work environment is created, and employees are encouraged to become dedicated to their jobs and perform to the best of their abilities. Highly motivated employees give a company a competitive advantage because of how well they perform in achieving goals, implementing business strategies, and achieving growth and wealth.

Demotivating work environments, on the other hand, have been linked to poor or fearless employee performance, a lack of creativity, and a lack of full dedication to the firm. Non-monetary incentives like recognition have been shown to improve employee job satisfaction and organizational performance (Erbasi & Arat, 2012; Ngatia, 2015; Tausif, 2012). Imran, Ahmad, Nisar, as well as Ahmad (2014) contend that contented workers have a good attitude

toward their organizations and employment, which raises both the quality and quantity of employee performance.

2.3.5 Performance Appraisals System and Total Quality Management

Performance assessment is a component of an integrated system of performance management that is used as a process, a tool, and a feedback mechanism to raise individual and organizational performance. It is intended to take into consideration quality-related activities and knowledge and gives management a chance to talk about a worker's performance at work, be able to negotiate, and come to an agreement on work aims and objectives. This evaluation system places a strong emphasis on achieving high standards and identifies any training requirements or gaps that must be filled in order to achieve overall quality management. In the end, this is used to create and balance value for important stakeholders such as employees, clients, suppliers, partners, the general public, and the community.

2.3.6 Monitoring and Evaluation of Total Quality Management

It is a crucial instrument that gives management feedback based on a solid comprehension of the numerous situations, factors, and dynamics that affect performance. It is a helpful tool for assessing an activity from its inception to its level of impact. It involves gathering, processing, and analyzing data. Additionally, it requires presenting findings via established channels to management and other stakeholders. TQM is achieved through efficient monitoring and evaluation, where the established rules, procedures, and systems are intended to guarantee the preservation and improvement of quality within an institution.

The importance of the quality assurance system cannot be overstated, but in order to assess what should be monitored, a techno-economic analysis comparing the costs of finding faults with the expenses these defects result in is necessary. The type and quantity of information, as well as their performance in terms of accuracy, speed, and breadth of the inspection, must all be known in order to choose measurement properties properly. The degree of importance to the quality and degree of precision determines the intensity, range, and control of the qualities. 100percentage control is required if the property is especially important for the quality. The control process should choose the site of the measurements and tests. It is necessary to do some measurements online (online control) and others in a lab (offline control). The measurement should be done by a skilled professional who is familiar with that property's characteristics (Mitreva, 2007).

Examine surveys that gauge employee and customer satisfaction and discontent are used in business metrology measurements. Data collecting on customer satisfaction with products and services should reveal the steps that businesses should take to increase customer satisfaction. Sources of measurement can include criticisms, grievances, polls, and discussions (Mitreva, 2011). The four pillars, which are subsystems of the system of quality management, are "held" by top management, which bears the most responsibility for the "house of quality" as a whole. If not, creating a system for measuring a company's performance and user/customer satisfaction allows for a methodical approach to results or analysis, detection of crucial areas, estimation of losses, search for solutions to problems, and successful implementation of those solutions. In order to accomplish spiral, continuous improvement that will result in new

chances for improvement, it is required to assess the outcomes and put corrective measures into place in order to close the circle PDCA (Plan - Do - Control - Act). The problem-solving process is the improvement process (Mitreva, 2010).

To provide feedback on how well is done and what has been done as planned, the evaluation should be present at all phases of the execution of the business processes and the final product. The outcomes are an effective instrument for extending the cycle, i.e., for achieving top management and staff commitment to ongoing improvement. Employees should be trained to act proactively rather than being preoccupied with detection in their daily practices, and given the authority and responsibility to correct any mistakes they make and eliminate any quality issues they uncover. As part of the overall methodology for the design and implementation of TQM system in businesses, a methodology for assessing the success of the designed and implemented system for TQM audit is described in this article (Mitreva, 2010).

2.4 Adequacy of Resources and Implementation of Total Quality

Management

In the Italian National Health Service, Macinati (2015) assessed the relationship between quality management systems and company performance. The study determined that the health sector had improved organizational structure and provided resources to handle the difficulties that prevented effective implementation of Total Quality Management practices through the use of questionnaire data collected from health management staff and regression analysis.

Yang (2016) conducted research on the impact of human resource management strategies on the adoption of comprehensive quality management. In order to demonstrate the connection between HRM practices, TQM practices, and quality performances, the study constructed a research framework. The study questionnaire was created with the framework in mind and distributed to the HR managers or directors of Taiwanese high-tech companies to assess the impact of HRM practices on the adoption and application of TQM. The study's findings support the hypothesis that TQM and HRM practices are related to one another. The study concluded by showing that implementation of TQM is positively and significantly influenced by HRM practices, and that these practices also have a major impact on employee and customer satisfaction.

Suleman (2015) conducted a second study to examine the challenges facing the efficient application of TQM in government-owned secondary schools in the Kohat District. The study chose 75 secondary school instructors and 25 school CEOs through a straightforward random sample technique. A semi-structured questionnaire was used in the study's descriptive research approach to gather information from the 16 respondents. Mean, standard deviation, and the inferential statistic t-test were utilized in the study's descriptive statistics analysis. The findings showed that the main issues in public secondary schools remained the lack of cash and resources, the workforce's disobedience, and the misuse of funds allocated for the implementation of total quality management.

According to Victor, (2000) aligning people as a major resource necessitates a fundamental shift in the way occupations are created to accommodate the roles, responsibilities, and needed behaviors for every organizational member in connection to individual or group qualification and talents. The manner that

businesses train, empower, evaluate, and encourage employees has substantially changed as a result of their pursuit of excellence. When we think about changing an organization's culture to embrace quality management theories and practices, management issues related to managing a workforce become more significant. Effective resource management and policy are essential for producing high-quality programs. Whereas it focuses mostly on orienting people both internally and externally to embrace standardization and continuous improvement for effective structural changes in the form of new duties, responsibilities, and skills needed. The relationship between TQM and financial qualities as a resource that re-engineers acquisition as well as rewards through organizational operation is something that finance managers need to understand.

The timely provision of financial resources is essential for the organizational success. This is supported by Barney's (2007) observation that the organization's capacity to attract additional funding from its stakeholders, which will lead to increased performance, depends on its availability to dependable sources of funding and capacity to deliver reasonable returns on investment. This is in line with the findings of Inmyxail (2010), who discovered that having sufficient, readily available funding offers an organization a competitive edge when it comes to providing services.

According to a study by Wanjau (2012), there is a considerable positive correlation between financial resources and the ability of public health facilities to provide high-quality patient care. It was determined that money was essential for the purchase of the required physical resources, such as medical supplies and equipment. However, important factors like adequate funding and prompt government funding disbursement were disregarded by the study. Additionally,

the survey omitted service recipients who would have contributed crucial information regarding consumer satisfaction in favor of using service providers as respondents. Although having enough money is vital for achieving organizational goals, having enough money also makes it easier to get the input you need when you need it.

According to Dasanayaka (2001), there is a strong correlation between financial resources and performance, with Sri Lankan public hospitals performing poorly due to a lack of funding for staff training, medical equipment maintenance, and the allocation or purchase of appropriate, high-quality equipment. According to a study by Maureen, proper funding received on time had a substantial impact on hospital performance. According to Miller's (1993) views, money is the most fundamental resource that affects how well public health institutions work because it determines the quantity of human capital, physical resources, information technology resources, and other necessary resources that must be purchased. The availability of finances in a company helps with the growth of its human resources. For instance, a study by Onyango (2014), found a strong correlation between funding and staff development, which encouraged the growth of employee skills as well as increased the performance of public hospitals in Siaya County. The study, however, only examined one component of human resource management and disregarded others, including competitive pay, a positive work atmosphere, and employee empowerment, all of which depend on having sufficient financial resources.

Paulraj (2011) looked at the connections between organizational sustainability, sustainable supply management, and internal resources and skills. The results showed that organizational capabilities were crucial for managing both

organizational sustainability and sustainable supply practices. 1000 respondents were randomly chosen from 2500 institute of supply chain management members who worked for 145 48 US companies to provide the data. The impact of organizational capabilities on the link between strategic resources as well as organizational performance was not given enough attention in the study. Depending on the organizational capabilities at hand, an organizational strategy aimed at enhancing performance must be developed.

According to Ouakouak (2010), organizational capacities have a beneficial mediation effect on the relationship between middle level managers' involvement in the process of developing strategies and their capacity to act independently in this regard and firm performance. Middle managers from 372 organizations in 33 different European nations made up the study's 372 respondents. A longitudinal research methodology was used in the study, and the questionnaires were distributed between January and July 2010. The study neglected the mediating role played by organizational capacities in the relationship between strategic resources and organizational performance and only focused on managers' participation in the process of formulating strategies. Achieving organizational success depends on the consistency of organizational operations processes and systems. A study by Smith (2008) on utilizing competencies, capabilities, and resources helped to validate this claim. It was discovered that having strong organizational capacities enables a company to use the resources at their disposal wisely, resulting in uninterrupted operations and, as a result, increased firm performance.

Gruber (2010) discovered that the relationship between resources and business performance is significantly improved by organizational competencies. The

study found that if resources are not allocated and coordinated in the best possible way, their availability may not always translate into improved company performance. Data was gathered from 1438 young technology companies in Germany with less than 12 years of experience that were randomly chosen from Chamber of Industry and Commerce members. Only 230 of the 1438 young enterprises that made up the sample size replied, yielding a response rate of 16 percent.

2.5 Level of Employee Training and Implementation of Total Quality

Management

A study on total quality management as well as employee involvement was conducted by Welikala (2018). The study employed a case study methodology with an Australian firm to determine the level of employee involvement in TQM. The analysis found that one of the main causes of the organization's unsuccessful TQM adoption was a lack of regular and frequent employee training in quality management at all levels.

From the perspective of the staff, Madanat (2017) conducted research on the impact of implementing total quality management on the efficiency of human resource management in the Jordanian banking sector. The study focused on Jordan's banking sector, which consists of 26 banks, 16 of which were drawn from national banks and others from other nations. Each individual group was divided into four Islamic banks and 22 commercial banks. 35 respondents were also chosen for the study from each bank using rigorous random selection techniques. The study's conclusions also showed that banks have turned to frequent and timely training in order to maintain high levels of TQM as technology evolves

Yourstone, (2018) assessed the impact of training on TQM implementation through a study that involved a survey of 1,191 New Mexico service and manufacturing businesses. Descriptive statistics were used to measure the success of TQM adoption through cost savings, profit increases, and high levels of motivation. Analysis using factor and regression approaches revealed that training had an impact on TQM implementation in many of these organizations.

Additionally, Barake (2015) conducted research on how Total Quality Management principles affect the provision of high-quality healthcare in private facilities. Avenue Hospital in Kisumu County, Kenya provided data for the study using a six-level questionnaire containing structured and unstructured items on a 5-point Likert scale. Regression analysis used in the study confirmed that staff training (with a t statistic p value 0.05) has an impact on the delivery of high-quality healthcare. According to the report, staff members should receive timely training to assist them in addressing new demands for high-quality healthcare.

Before educating staff members about overall quality management, Omware (2012) outlined two factors that must be taken into account: knowledge and tools as well as an understanding of the quality management process. They stress that employee empowerment may be attained through training that would help to better equip workers for managing the TQM mindset during the performance process.

Furthermore, Sendawula et al. (2018) noted that the availability of resources, qualified staff, and efficient internal organizational structures are necessary for effective training and its execution. The most qualified and competent

employees should be given the tough initiative implementation duty so they can be trusted with their decision-making and actions. It is viewed as a process of creating, modifying, as well as reinforcing the necessary job-related behaviors that can be projected for future job changes, as well as possible career opportunities and opportunities for career progression, among the prospective employees. On-the-job training programs typically solve issues with feedback, direct application, as well as cultural issues with misunderstanding or reluctance to change. Otherwise, organizational changes that result in changes in the knowledge and skill requirements in the companies are ensured by training.

The findings of a study on the relationship between principle ICT training and ICT integration in management of public secondary schools, according to Chepkonga (2015), showed that there was a strong relationship between principal educational level and ICT integration in management. According to the findings of the training needs assessment, it indicates that employees increase their task-related proficiencies, effective knowledge, and learning capacity for sustainable quality management in a company, and they quickly adjust to changes toward distinctive behaviors. In this regard, managers must set aside funding for the coaching and training initiatives that offer these abilities.

The study by Kassiech & Yourstone, 2005, which stated that this item must be assessed and focused on employees, since they are the ones who carry out the production plans and provide the quality for sustainability, highlighted the relevance of training in TQM. On the other side, Marler (2007) has suggested that successful continuous improvement teams and the deployment of TQM will

be aided by proper employee training. Yet again, it is determined that managers are in charge of supplying the required resources.

Karia (2006) asserts that businesses must make investments in the training and opportunity for ongoing growth of their staff. To promote chances for individual initiative and self-directed responsibility, work and jobs are carefully planned, structured, and managed.

According to Ologbo's, (2013) definition of training and development, a business should make special efforts to help employees grow their skills so that they may use new information and abilities to the best of their abilities when carrying out their jobs. Employee training, according to Elnaga, (2013), is a program that offers staff opportunities for professional growth, new knowledge, or both. It may occur in a variety of settings, whether on the job or off, within the company or with another organization. Regardless of perspective, learning new information to better handle both present and future events is a key component of training. An ever-evolving corporate climate necessitates lifelong learning as a crucial coping mechanism to stay competitive (Amin et al., 2013).

Despite these advantageous effects of training, some academics have made the opposite case. While conceding that corporations have utilized training as a competitive strategy frequently, Brum, (2007) points out that there are numerous, divergent opinions among experts and academics about how training affects both employee and company goals. He makes the claim that although one school of thought contends that training increases employee turnover, the other contends that training is a tool that can result in higher levels of staff retention.

According to the United Nations Handbook on Competencies, employees and managers are an organization's greatest asset and the secret to its success. Therefore, in order to take use of this strength, firms must establish an organizational culture that is attainable through employee training and an atmosphere that allows staff members to contribute to the fullest extent possible. Due to this, training programs have been developed to encourage improved performance and productivity among employees (UN, 2010).

Training may have both a direct and an indirect impact on the productivity of both employees and organizations. Sahinidis (2008) asserts that the role of training programs is considered as a measure of enhancing organizational and employee capabilities, i.e., when an organization invests in enhancing the knowledge and skills of its people, the investment is repaid through more effective and productive personnel. Tahir (2014) looked studied the connection between training and development, employee productivity, and engagement within the workforce. The findings indicated that training and development had a considerable impact on workers' productivity and performance.

Wachira (2013) connected Barclays Bank's commercial growth in Kenya to employee development programs. She also emphasizes how the bank has employed training and development programs to ensure that its staff members are well-versed in supporting the expansion plan. As a result, many of her staff members were given the chance to assume more challenging roles and were empowered to succeed in both their professional and personal life. A study by Otuko (2013) that focused on Mumias Sugar Company in Kenya and examined the impact of training factors on employees' work performance provided evidence for this.

According to Zahari, (2016), TQM is a byproduct of employee training and has a favorable association with worker performance. Employees can better their knowledge base and carry out their jobs in accordance with requirements with the aid of education and training. Tessema, (2006) further stressed the need for employees to receive quality training in order to increase performance, establish strategies, and carry out actions in a methodical manner. These skill sets will assist the origination in overcoming the problems posed by the modern business environment. Employees' working abilities are enhanced by education and training. They are less likely to make mistakes, collaboration is enhanced, and attrition rate is decreased.

In his study, Gupta (2018) claimed that training and development are the main factors enhancing employee engagement, even if it necessitates sending staff members away for expensive training sessions. The employees' self-esteem is raised as a result of education and training. He goes on to say that if personnel are not trained in TQM, they would encounter many challenges while putting it into practice, which will demotivate them and cause them to show up late for scheduled programs.

Building the organization's "human capital" depends on employee training. Employees must receive training and education in order to be equipped with the new methods and approaches required to properly execute TQM. Teaching the TQM philosophy, which calls for sustained modification of individual behaviors and attitudes and strengthens the organizational culture, also requires training and education.

The main lever for change that significantly affects the change process is training (Buch & Talentino, 2006). Training should concentrate on developing high-caliber competencies while giving equal attention to behavioral competencies and high-caliber instruments required for change in performance management and recognition. The training comprises an explanation of the overall business processes and the requirements for product quality. The time and money spent by organizations training staff and management in quality principles, problem solving techniques, and teamwork are some specific measures for evaluating training.

According to a study by Abbas and Yaqoob (2009), training and development in Pakistan equipped workers to give more to their organizations. Therefore, training and development had a favorable effect on worker performance in Pakistani banks. An organization's future prosperity depends on both expanding the range of products produced and offering a product that is competitive in terms of price, quality, and quantity.

According to Atiomo's, (2010) noted from a research on Nigerian banking institutions that the other prerequisite for success should come into play if the organization has individuals with the necessary vision, drive, and expertise leading the force and facilities. Therefore, despite having capable and motivated employees, the right tools, and managerial support, an organization's productivity may fall short of expectations because of lack of necessary skills and competencies which are obtained through employee training and development which are frequently the missing variables.

According to Anderson (2010), despite the Ghanaian government's efforts to promote the growth of the country's indigenous manpower, results have not been encouraging. According to studies by Yusuf (2013), most hiring institutions in Nigeria tend to be less concerned with the training and development of their employees. Previous studies have so demonstrated that, regardless of an organization's size, breadth, or geographic limits, training its workforce is a must. This is mostly because expectations are higher and there is a greater need for innovation.

The study made clear that school administrators should establish mechanisms for nurturing and development and create a multi-pronged approach to help teachers properly carry out their duties. To guarantee that schools are managed but also led by trained principals who grasp the concept of optimum exploitation of educators' ability to increase successful teaching and learning, principals should also be exposed to professional development programs. Further study is necessary to ascertain whether the growth and improvement of educators' potential should be connected to their work, which should include moral development as well as a suitable humanization in accordance with national policies and goals, in addition to nurturing the intellectual potential of the students.

2.6 Level Communication and Implementation of Total Quality

Management

According to Okumbe (1999), knowledge and ideas are only engaged when they are conveyed from one person to another. Despite being a fundamental requirement for achieving corporate goals, effective communication has remained one of the major challenges in modern management.

According to Appleby (2004), communication is the process by which individuals within organization exchange information about how that process operates. This definition emphasizes the importance of paying attention to interpersonal relationships within the organization rather than the media used for communication. He emphasized the importance of giving communication a major role in organizations since the extent and scope of an organization's structure are largely dictated by its communication processes. He emphasized that creating and maintaining a communication system is the first executive function.

Kenya's information system is anticipated to become largely self-sufficient under the planned revisions, with a more formal reporting arrangement. Support for information systems is also necessary for their ability to deliver the required services. The key to the sustainability of an information system is realizing the long-term availability of good and quality communication. In order to get better outcomes and help the organization achieve its goals, there is a need to promote open downward and upward communication, performance feedback, and work instructions in such an atmosphere (Kotler 2007).

According to Evans (2000), effective communication is crucial for every business to run smoothly. It is the method through which data is exchanged between services and given meaning to the sources involved. To comprehend communication, it is important to understand the nature of the relationship between the sender and the recipient, which has a significant impact on how employees interact. In cognition, the sender and the receiver are jointly responsible for the success or failure of communication. Employees should carefully consider their objective, relationship, the setting, and existing attitudes

before starting this procedure after realizing that a relationship exists and that it imposes limits on communication.

Poor listening skills and the understanding that effective interpersonal communication involves both giving and receiving messages are among the characteristics investigated by Leslie (2006) in her study on communication barriers. The recipient should be focused and take notes on what is crucial. Notably, lack of feedback is realized yet communication is a two-way street, data must exchange hands back and forth constantly. Perceptual discrepancies are interpreted where, given that mistakes can be made during the entire process, this procedure is effective in determining an employee's performance rates. Here, a person's whole impression is assessed based on just one personality feature. As a result, words are once more misinterpreted and the intended information is not interpreted as intended.

For instance, vertical communication is the primary channel for top management, such as directors, instructors, and policies, which communicate top decisions down to the people who will implement them. Evans, 2005 provided several communication channels, which one regarded important in this study. He also discussed the upward channels by which questions, complaints, and suggestions are sent to the upper management. An organization's line of autonomy is where communication flows downhill from the management to the subordinate in a report-to relationship. The regular and normal exchange of information between those who perform at the same or a similar level, such as office personnel, is known as lateral communication. The chain of command that these workers encounter while speaking with their superiors has no bearing on them.

Peer groups, according to Leslie (2006), mark the relationships in a diagonal communication when there is no clear chain of authority. It could happen when a superior from one department needs the assistance of a subordinate from another department. Employees can also use alternative channels of communication within a company, such as the fully informal grapevine, which has been developed informally and is continually evolving. It is quite prevalent among employees and is based on hearsay and gossip.

A manager's ability to secure information for decision-making, diagnose the different issues he is facing, and choose the best course of action to address those issues is critical to the success of any firm. They are able to plan well, organize objectively, direct forcefully, and control appropriately through effective communication. Communication via check lists is a crucial part of the management process. It is a well-known fact that people can perform miracles if they are passionate about their work, but in an organization, this is only feasible when employees understand and accept their work. Communication also helps people understand and embrace their work. Checklists foster comprehension and acceptance of the job, making communication crucial (Byars 2006).

Individuals can be made to perform effectively and successfully if they know what they are expected to do, what level of authority they have, how they relate to other members of the organization, what they can do to improve their performance, and how their jobs contribute to the achievement of the company's goals. If there are appropriate and effective communication channels, a checklist can be created, assisting employees in achieving job satisfaction (Byars, 2006).

Mechanical obstacles resulting from disturbance and overburdening communication channels are examples of impediments to communication. Overloading results from the communication channels being overworked as a result of an increase in messages, while disruption may be caused by noise in the transmission. Organizational barriers are brought on by inadequate facilities that prevent face-to-face communication and conferences from taking place in a timely manner. Additionally, issues develop from the relationship between superiors and subordinates as a result of status symbols used by the former. Personal barriers prevent the communicated from paying attention to the message, which prevents him from understanding its significance. It is typically brought on by a lack of comprehension or by his conviction that the message is not important enough to pay attention to (Leslie & Byars, 2006).

According to Belch (2002), for communication to be effective, the intended recipient or audience must understand the message. It is important to comprehend, believe, remember, and put the lesson into practice. The entire message will fail if any of these are not completed. Making the message recipient understand what the sender intended to communicate is communication's primary goal. As was already mentioned, the primary issue with the life insurance industry is the extensive contact between the corporation and the general public. Due to improper communication, the majority of people are unaware of the significance of life insurance.

Benson (2005) asserts that communication is a tool used to bind individuals inside an organization. Barriers as well as communication breakdowns can occur during message transfer from the sender to the receiver or during feedback. This conduct entails a lack of preparation. This could be improved by

using the right channel, communicating at the right time, and clarifying the message's implication. It could also be caused by a poorly expressed message, which would limit understanding due to poor organization, poor sentence structure, poor listening, and even a premature message.

According to Titus (2007), effective communication is essential to a company's survival. Without good internal and external communication, no firm can grow. He emphasized that good communication is a management quality that is beneficial in dealing with the contrast between the inside and outside of the firm, decision-making, and productive relationships. Without prompt communication, decisions cannot be implemented properly.

Titus emphasized the need of communication for an organization's overall well-being, starting with the decision-making process. Information on various business aspects, the viability of the project under consideration, and organizational culture are all necessary. For the free flow of information to occur at either end, all of this necessitates regular two-way contact between management and staff. Behaviors can happen when an organization is expanding, and these behaviors of communication within the organization include the following regarding me and the following for you. It frequently focuses on issues of efficiency. On the other hand, raw data appears to not relay the value of communication and the presumption that just happens, despite the fact that they frequently produce systems that produce significant amounts of data overall. In this situation, individuals are unsure of what to say.

Last but not least, supervisors in other situations often segregate employees since they lack the time to speak with them frequently. They are quite busy,

which is the key factor. In this instance, time plays a significant role in communication behavior by erecting a barrier between management and personnel.

The only way to remove communication barriers is to create channels and programs that are more effective. Open and transparent communication can significantly help with good decision-making, which will ultimately raise my profitability and help the business survive. As a result, a good environment for decision-making will be created. It's also crucial to communicate with the staff, as their success depends on how well they get along with senior management and how well they understand both their own and the organization's goals. More than the words themselves, the rule that the customer service representatives apply can have a significant impact on how the message is received. The companies can concentrate on alternative forms of communication, such as theatre genres including drama, skits, lyrics, and oral narrative that can successfully transmit life insurance messaging and communicate, rather of lingering on media that is showing a negative effect of life insurance (Titus, 2007).

The quality process depends on communication, yet some leaders find it challenging to explain organizational programs or plans to others in a way that will be understood. Evans,et.al., (2003) and Stoner (1995) proposed that, in an ideal situation, all employees and relevant stakeholders in a company at all levels function as interpreters and executers of information through delivery of a symbolic message and not only overload into the operation of the organization. It has a significant impact on upholding employee morale and inspiring workers at all levels to achieve strategic and prompt organizational performances.

Murphey, (2009) asserts that effective internal and external communication is essential to the execution of high-quality initiatives. It makes it possible for stakeholders inside and outside the company to understand quality and its management in great detail. To enable a two-way communication process, top management must transform high-quality information into an easily understood manner for all stakeholders.

Another essential component of Total Quality Management is communication. Effective communication is essential for raising awareness and fostering a commitment to quality within a company, according to Karia and Asaari (2006). As a result, the human resources department must engage in open dialogue with both employees and employers. A community or organization's members are defined by their shared beliefs, values, attitudes, institutions, and behavioral patterns as part of its culture, which is one of the ten factors of total quality management. This sense of togetherness, empowered employees, and unwavering dedication to success are what define organizational culture. It is the responsibility of the HR community to assist in empowering the employees to shape the organizational culture. In a strong corporate culture, what's good for the company and for consumers comes together and acts as the driving force behind what everyone does. In an organizational setting, communication is essential to all organized forms of management. It involves the avenue, the formats and customs, as well as the techniques or approaches, for reaching communication goals at work. Communication experts held that an organization's communication strategies are built through a long-term relationship with its employees as well as between those employees (Cheney, et. al 2011).

As stated by (Marchiori, et al., 2012), people create and modify everyday communication strategies based on their interactions, meanings, and thoughts while introducing new actors, resources, and environments into the process. These processes can be derived from an examination of communication practices as revealed within organizational environments. Effective internal communication will actually steadily boost staff members' dedication and trust, which will promote staff engagement (Mishra, et. al 2014).

In their study of organizational strategy, Srikanth & Puranam (2011) noted that communication is widely recognized as a practical tool for coordinating. This means that people interact with one another in a functioning setting where they practice their communication skills in both scheduled and impromptu situations. In corporate settings, there are frequently rules that specify how employees are expected to behave and speak when it comes to scheduled communications. Organizations also offer some resources or mediated and interpersonal communication channels. A network or chain, or pattern of internal and external connection, will be formed by all of them. Additionally, workers create informal communication networks to make up for official networks' shortcomings.

Mumby (2011) continued by saying that the so-called "informal" ones are the core of organizing. In other circumstances, selecting the best communication tactics might be challenging since organizational environments can sometimes immobilize workers with rules or ambiguous information and a lack of resources. Internal communication is essential for both the success of organizations and their day-to-day operations, as Kenana (2006) noted in her discussion of the subject. They assert that this is so that employees' intellects and creative energies can be engaged to generate value. Internal

communication's function, according to Quirke (2008), is to make connections between various types of information and to give employees the knowledge they need to do their jobs. In a study on another internal communication problem, structured interviews were included as part of a triangulation strategy (Quinn & Hargie, 2004). To investigate the problems with internal communications at Royal Ulster Constabulary, they use the worldwide communication audit questionnaires and a critical incident approach (RUC). The interview's findings divided respondents' opinions about communication in their division into seven groups. Others include being seen as receptive to new concepts, open to sharing information, able to define expectations, and capable of organizing tasks. Formal channels like meetings and briefings were seen as administrative tools, and most people said that communication was an issue.

Worley & Doolen (2006) discovered a slight difference in internal organizational communication. They discovered a mediocre level of support for communication inside the firm toward the implementation of lean manufacturing, which mostly involved communication lines with management. They looked into managerial support and internal communication as two distinct variables. Additionally, their research revealed that the majority (64.6%) engaged in inadequate communication when it came to departmental interactions or communications required to assist material movement through the facility. They also discovered convincing evidence that the information regarding lean manufacturing was not distributed to all employees.

At Thaksin University in Thailand, Noknoi (2012) conducted research on organizational communication patterns. According to the poll, the majority of respondents felt that leaders should communicate clearly, enhance media

relations, and alert all employees to any issues that may arise during any adjustments. Supervisors in each area should talk about ways to boost employee confidence and motivation.

TQM, on the other hand, has been so well-liked across industries up until (Kolaikuntla, 2012) mentioned that TQM rank high on the management agenda in the apparent effort for business to make more profit, improve product quality, keep increasing customers as well as the satisfaction of both customers and employees, and reduce costs. Brun (2011) adds that TQM not only unites and integrates all departments to accomplish the goals of the firm, but also enhances their performance. Shin & El-Enein (2011) made the claim that the effective application of TQM might be a potent tool for businesses to achieve excellence in business performance much earlier. As a result, the application of TQM has received significant attention from numerous firms in the manufacturing and service sectors. They further assert that businesses who have not yet experienced the potential advantages of TQM have started to give up the practices. The main reasons for its failure were a lack of knowledge about what TQM implies for every different firm and how to implement it successfully, which raised doubts about the method's efficacy.

Seng and Loon's (2014) earlier research revealed that many western companies that had adopted integrated quality management strategies had not been entirely successful. If efforts are made without a clear understanding of how they can contribute to quality improvement, they will only increase the cost of production. One of the reasons why TQM implementation attempts fail, according to Mosadeghrad (2013), is that management of communication techniques are not entirely in place. His research demonstrated that when

implementing TQM, organizations should consider both the management and communication aspects.

TQM can be summed up as a management strategy for a customer-focused business that actively engages all staff members in improvement efforts. The quality discipline is incorporated into the organization's culture and actions via strategy, data, and effective communication. Effective quality implementation and effective communication are strongly correlated. Continuous process improvement is a key component of TQM since it forces a company to be analytical and inventive in order to identify new methods to increase its competitiveness and better meet stakeholder expectations (Choudhary, et.al, 2013).

Importantly, communication is crucial for the development of business projects in all facets of quality management. Everything in the TQM house, from the foundation to the roof, is connected by a solid communication mortar. It serves as a crucial link between all of the TQM components. Mutual understanding of ideas is what is meant by the term "communication." Communication between and among all company personnel, suppliers, and customers is necessary for TQM success (Choudhary, et.al .2013).

Communication is sometimes overlooked, undervalued, and thought to be challenging. It is something that makes individuals uneasy since they lack familiarity with it. Additionally, it is quite helpful to let individuals know what is expected of them if you want them to act. Improved communication is essential for programs. It encourages behavior modification and outlines what needs to be done to maintain gains and make them permanent. Additionally, it

maintains stakeholder involvement and links improvements to the objectives they hope to achieve (Linders, 2011).

An organization's goals, including those pertaining to quality, must be successfully accomplished, and communication is crucial for this. Internal communication should guarantee that the quality management system's (QMS) objectives are understood and assist people and groups in focusing their efforts on achieving those objectives (Pop, 2006).

The success of the internal communication strategy is not a process that is completed in one step. The four acts of informing, motivating, managing, and rewarding can be used to sum up internal communication strategy. The management's job is to make sure that employees can communicate effectively and without discrimination while learning about the processes and quality standards that the QMS implies. Information aids in improving motivation for labor participation in addition to helping with understanding. It is possible to prevent the miscommunications and delays that so frequently result in project failure by adhering to a system of regular and focused communication. This will also guarantee that all project staff and stakeholders are confident in their understanding of what needs to be done and who is doing it. A project's quality plan depends on the customer's disclosure of information on quality expectations. The Quality Log serves as a record of the project team's quality checks. Both documents are required for efficient product quality management (Buehring, 2009).

It is crucial to have access regularly and fully to all information regarding the project, customer needs, objectives, plan, constraints, changes/risks, and

progress to keep the necessary parties informed. When building a quality system, effective communication is frequently cited as one of the most important success criteria to consider. Analysis reveals it plays a more nuanced role. Some aspects of success are aided, but others are unaffected (Aubert et al, 2013).

Different facets of effective communication have an impact on many projects' success factors. Some project success factors did not appear to be influenced by communication quality, and in any case, communication form might be just as significant as communication content. From a practical perspective, the results show that implementing Quality Management System (QMS) initiatives does not always require effective communication. Additionally, managers need to be aware that the format of their communication efforts will probably matter just as much as the information they convey. One of the crucial elements of a company's performance quality management system is communication. Companies that offer leadership training encourage managers to stay in touch with the staff that they supervise. This encourages the two-way communication that is required during performance reviews and enhances employees' capacity to achieve the company's expectations regarding quality norms (Johnson, 2016).

In organizations where there is workplace diversity, effective communication is crucial. Effective communication can lead to an increase in employee morale. Many employees worry about money, but it's not their only worry. Effective communication is the cornerstone of TQM. Not only good communication, but also effective communication is required for a company to achieve its goals and for its people to sustain their drive for their work. Businesses that want to grow beyond their native market need to communicate effectively since it increases

output, reduces errors, and ensures smooth operations. Employees value management's open lines of communication. Effective workplace communication fosters the formation of effective teams among workers and managers, lessens pointless competition within departments, as well as promotes collaboration (Barnard, 2010).

Effective communication in the project environment is given top emphasis by successful quality management. Project management communication is intimately related to general managerial communication abilities, although without being associated with it. In a QMS project, communication creates vital connections between different participant groups—all employees, in fact—and these connections are vital to the project's success. According to the tenet that "quality starts with the manager," the project manager's ability to organize and utilize the communication process will determine how well the project team performs. The project manager ought to be a mentor and communication strategy. Human resources play a significant role in quality management, and communication can contribute to cohesion provided it follows a clear plan.

The primary procedures in communication management include communication planning, which makes sure that information is identified and that all parties involved (stakeholders) can communicate as needed, distribution of information, performance reporting, status updates on the progress of projects, outcome forecasting, and administrative setup. Produce, gather, and disseminate data needed for a phase's and reports' completion. When the management establishes the process' demands and goals, the communication process receives its inputs. The process involves delivering the communication product, having the message received, and having the target audience process it

in their thoughts. The primary means of communication used in quality management are verbal communication, written communication, notices, bulletins, information sheets, reports, e-mail, and suggestions. Communication methods employed within the organization also play a distinct role. Posters, movies, videos, websites, intranets, exhibitions, demonstrations, displays, and other visual forms of visual communication (Padhi, 2016)

Communication about goals and methods, for instance, occurs throughout the organization while using quality management. It is extremely connected to the organizational principles and goals. The two interconnected management specialties of quality management and communication management seek to improve the organization's commercial performance. Differentiating between excellent communication and routine business communication is frequently challenging in practice and sometimes even unneeded (Anttila, 2016). An Open Communication Culture (OCC) has become essential to corporate operations in the current digital age and is crucial to quality assurance procedures. The organization's leadership gives open access to information that employees, clients, shareholders, and the public have a legitimate interest in, in keeping with the organization's high standards of culture and values (Foe, 2013).

There are some practical issues with quality communication as well, such as the fact that only professionals are responsible for it, the vagueness of key phrases in ISO 9000 standards, which even many experts have trouble understanding, and the use of translations into several languages. Because communication opportunities have not been properly utilized, management does not always prioritize quality communication for the sake of the business. The best way to address these issues is to incorporate the quality approach into corporate

business strategies and enable quality and communication professionals work together to implement quality communication methods (Anttila, 2001).

Communication is the most challenging topic, according to Aly & Schloss (2003), especially in the workplace where employees frequently feel excluded from the conversation. Additionally, effective communication is essential for producing high-quality items quickly. A manufacturing system may suffer if instructions and procedures are not understood. The most significant problem that arises is that written instructions for quality improvement may not be performed if staff communication is generally ineffective. According to data, employees' opinions of open communication play a role in how satisfied and committed they feel about the companies and managers they work for.

TQM's focus on improving supplier relations and customer satisfaction leads to more open communication as well. Both within and between enterprises, communication problems arise. The first one is about internal or intra-organizational communication problems, mainly those involving inter- or intra-employee communication. The latter involves what used to be referred to as external communication between a certain business and its suppliers and consumers (Jefferson, 2002).

Organizations throughout the world view internal communications as being essential to the implementation of comprehensive quality management. To achieve the study's goals, Sharp (2017) combined quantitative and qualitative approaches in a study on communication issues influencing the effective implementation of ISO 9001:2000. The study created a questionnaire to establish the importance of internal communications in any organization's

deployment of TQM. The study found that a company is more likely to apply ISO 9001:2000 if it has clearly defined communication and quality awareness, as well as active top management support.

Another study conducted by Baidoun (2016) employed questionnaires that were directed at 42 financial institutions in the nation to assess significant factors that affect TQM in Palestinian enterprises. The study found that effective TQM implementation depends on excellent internal communication about quality efforts, a clear quality mission and vision, and a clear set of quality targets that express the intended quality values.

Samsudin, Jalil, and Ibrahim (2017) investigated the developments in internal communication for the application of total quality management in manufacturing companies in Tanzania. The study distributed questionnaires to 104 top manufacturing companies in Malaysia that have adopted TQM in order to analyse survey data. Although some of the ways lack explicit policies, the study found that there are certain communication tactics and practices that management can use when communicating and spreading TQM messages. The study also proved that internal communication procedures can be seen as being poorly thought out.

Another study by Adeoti (2017) assessed TQM components using an empirical evaluation of Kwara State Government Hospitals in Nigeria. The results showed that inadequate external contact with other stakeholders influenced the low quality of healthcare services. In a study conducted by Wanderi (2015) on the variables influencing the adoption of total quality management in Rwandan construction firms, with a particular emphasis on the fair construction company

operating in Rwanda, it was found that strong external communication was essential for the adoption of TQM in Rwandan construction firms.

2.7 Organizational Culture and Implementation of Total Quality

Management

A study on the impact of total quality management strategies on organizational culture was conducted by Kaynak, (2017). The study used descriptive research and focused on top and intermediate managers in Australian organizations. The study found that the necessary loyalty and satisfaction could be attained through improved collectiveness in operations, group culture, staff engagement in decision-making, information sharing among workers about the bank's strategy, and performance objective setting.

Koh, et. al. (2018) conducted research on organizational culture and TQM adoption in Singaporean construction firms. The study evaluated the organizations' current cultures using a framework of competing ideals. To gauge the adoption of TQM procedures among contractors, the study concentrated on eight TQM parameters. The four organizational cultures that were chosen for the study were assessed by the respondents using the study questionnaires. According to the study, organizations with a clan-oriented culture performed better when implementing the element of process management than organizations with a hierarchy-oriented, less effective comprehensive culture, which also employed a culture-focused TQM implementation strategy.

Al-Jalahma (2015) investigated how organizational culture affected the application of TQM to have a thorough understanding of the variables influencing TQM application in Africa. To acquire quantifiable data for

hypothesis testing, the research used a positivist, deductive strategy and distributed online survey questionnaires to 23 organizations from 325 different countries in Africa. According to the study conclusions, group culture, which is regarded as the optimum culture for TQM implementation that helps to minimize staff issues, information challenges, and client-related challenges that are anticipated by the business.

A study by Abusa, (2016) investigated the application of TQM and its effects on organizational performance in developing nations, with a particular focus on Libyan businesses. The study's findings demonstrated that most manufacturing companies' TQM implementation has been structured hierarchically, with the majority of operations being carried out from the top down to direct their business practices. The study also showed that most businesses believed that this strategy was crucial to their growth and productivity. According to Endara et al. (2019), organizational culture is a collective mental programming that sets one organization's members apart from another. Nezhadet et al., (2012) go on to define it as a set of guiding principles, values, and beliefs as well as a shared basic supposition on learned integration of the external and internal worlds that have proven successful enough to be regarded as legitimate perceptions, thoughts, and feelings in relation to how the employees carry out their duties. This indicates that every firm must have a culture capable of completely supporting overall quality management to fully realize the value of adopting excellent service.

According to Tanmay (2011), leadership, communication, training, and appreciation are the best ways to win over employees rather than using coercion. This represents the underlying presumption that participation in continuous

development and doing a job well done would inevitably lead to employee happiness. The challenges of getting staff at all organizational levels to "buy in" to the TQM principles have been understated by the movement's proponents, who also tend to concentrate on a small number of change leavers. Due to their control over organizational power, specifically the use of rewards and punishments, top management has more coercive levers of persuasion at their disposal when it comes to organizational mission statements of intent.

According to Yusuf, (2000) TQM promotes a culture of trust, involvement, teamwork, quality-mindedness, and desire for ongoing learning that enables a firm to succeed and exist. Thus, the power to influence culture is a crucial instrument of contemporary management. Organizational culture notions include the fundamental principles that the organization has chosen, such as the philosophy guiding its treatment of employees and clients, the process by which tasks are completed, and ideas and beliefs that the organization's members actively rally around. However, organizational behavior scholars had trouble coming to an agreement on how to define the idea of organizational culture. Instead, they created several overlapping definitions that worked together.

The word "organizational culture" was employed as a cover for a variety of human notions, including values, social norms, ethical and technological values, and their implications. In other words, it symbolizes the shared understanding that sets the organization apart from others; alternatively, it refers to the collection of elements that create the belief, philosophy, values, expectations, ways of thinking, and standards that unite the organization's members. The "deep depths" of values and beliefs held by the organization's members are what are meant by this. The organizational culture is characterized by the

organizational behavior theory as being widespread, implicit, and taken for granted. Every organization may establish several fundamental principles, ideas, standards, and unspoken rules that govern conduct at work on a daily basis (Swais et al., 2011).

It is possible to define organizational culture as a collection of meanings, symbols, beliefs, rites, and practices that have evolved over time and have come to represent the organization. This general understanding of the organization's purpose and expected member behavior is fostered by the organizational culture. The definition of organizational culture according to TorKhafaji, (2009) is the beliefs, traditions, and general behavioral patterns exhibiting the attributes unique to the organization. In addition to the interest in the culture of knowledge producers and diversity that governs the practices of administration in various nations, particularly the diversity of the national cultural values that face transcontinental, international, world, and multinational companies, interest in culture arises as an attempt to understand the reality of the group life in the organization and its divisions, define its constitution, systems, and identity.

It is further described as: a pattern or style shared by the beliefs and values, in which the members of any organization have acceptable standards of conduct to direct the procedures (Jad-el-Rabb, 2005). Others have described it as a set of fundamental ideas created by a particular group to address issues with outward adaptation and internal integration. It has a high degree of credibility and teaches new members to have a solid foundation of awareness, perception, as well as thought.

The heart of culture is the nature of the shared values, beliefs, and suggestions among organization's members, which was referenced in a defined and delicate way when introducing the organizational culture. Additionally, the organizational culture should have three primary components: tangible traits, values, and fundamental recommendations from the group's members regarding the nature of the relationships between people and the environment (Al-Farhan, 2003). It might also be described as the manifestation of the values of powerful persons inside a given company, whose behaviors and decisions are in turn influenced by these values when managing their subordinates and organizations. The operational environment of the organization is introduced to the organizational culture idea (Haijan, 1992)

Due to its critical significance in influencing employees' behavior and connection to the work rotation, it is crucial to distinguish between the level of strength or weakness of the organizational culture's existence in the institutions. If there is an organizational culture, then upholding institutional values and a sense of community will manifest. In turn, this will produce coherence among the organization's members and devotion to the organization's purposes and goals. This will lead to commitment and discipline as well as agreement on the significance of the aims and objectives of the organization.

Organizational culture, according to Oruma (2014), is a more comprehensive and in-depth notion that relates to something that an organization "is" rather than what it possesses. It includes an organization's attitudes, experiences, beliefs, and values. The set of values and conventions that individuals and groups in an organization adhere to governs how they communicate with one another and with stakeholders outside the business. Organizational values are

beliefs and ideas about the types of objectives that the 14 members of an organization should pursue as well as views of the proper categories or standards of conduct that these members should use to accomplish these objectives.

Once an organization has established its core values, those values give rise to the organizational norms, rules, or expectations that specify the proper employee behavior in specific scenarios and regulate the behavior of organizational members toward one another (Black, 2003). Most of the time, top management at companies sets the tone for their corporate cultures. While each employee may be required to adhere to a particular culture that the senior management deems appropriate for the company, top management may decide on the corporate culture (Oruma, 2014).

The organization's senior management may decide to enforce corporate values and behavior standards that explicitly represent its goals (Bahri et al. 2012). But it's also crucial to recognize that the workforce already has its own internal culture. Within the organization, work-group dynamics and relationships vary, and to some extent, these differences have an impact on the entire system. Such that there are many studies that show corporate culture to be one of the main reasons a TQM program fails (Erkutlu, 2011).

Organizational culture, according to Wali and Boujelbene (2011) characterizes the firm's focus on innovation. Implementation is difficult when there is an orientation that does not encourage innovations like those suggested by TQM. The adoption of TQM will also depend on other organizational culture factors including stability orientation, results/outcomes orientation, people orientation,

and communication orientation. An organizational culture that is outcome-oriented will easily accept TQM measures based on the anticipated results of TQM. Also, based on this link Oruma (2014) contends that for a company to be successful at TQM management, it must develop a quality culture that is connected with other aspects of culture. The TQM implementation process is influenced by organizational quality culture since it conveys the quality standards and behaviors that are required of employees.

The organization's quality culture, according to Jamali et al. (2010), influences the employees' perceptions on the application of TQM. An organization must develop a culture where workers are informed about quality management initiatives and motivated to get involved. Sallys (2012) observed that TQM demands a shift in culture, which is notoriously difficult to bring about and takes time to implement, supporting this claim with his study on TQM in education in the USA. It necessitates a shift in mindset and organizational style. If TQM is to have an impact, staff members must comprehend the message and live it. Staff members are believed to respond to stimuli when there is a strong organizational culture present because they are aligned with the organizational ideals (Moono & Kasongo, 2010).

In contrast, a weak culture has little congruence with organizational ideals, and control must be exercised through laborious bureaucratic processes (Moono & Kasongo, 2010). People act in areas with strong cultures because they think it is morally correct to. This was in line with the findings of AlJalahma, R.S. (2012), who found that group culture aids in lowering employee, informational, and customer related barriers but all of which are frequently encountered in the

implementation of TQM, while rational culture lowers top management barriers, which in turn encourages the implementation of TQM.

The core of an organization's performance is employee inventiveness. However, the cultural dimension that predominates in the firm has an impact on employee creativity. The performance of an organization is improved by increased employee inventiveness. Eynde, Canameres, Garcia, and Munoz's (2015) study, which found that creative culture significantly moderated the relationship between human resources and total organizational performance, supports this claim. The study only looked at one aspect of culture, ignoring others that are crucial to organizational performance, like bureaucratic and collaborative cultures.

Another study by Krot & Lewicka (2013) discovered that low organizational performance results from employees' lack of participation in innovative solutions to problems affecting the company. This is in line with research by Kenny and Reedy (2007), who discovered that innovation culture strongly mediated the link between company resources and organizational performance, resulting in a sustained competitive advantage. Studies on innovation cultures that take a holistic perspective, however, are few and far between.

According to a study by Panagiotis, Alexandros, and George (2014), the connection between company resources and organizational performance was not significantly moderated by bureaucratic culture. This is in line with the findings of Lee, Shiue, and Chen (2016), which discovered that bureaucratic culture had no moderating influence on successful process improvement and knowledge sharing in software organizations. In UK public hospitals, Davies,

Nutley, and Mannion (2000) found no evidence of a moderating influence of organizational culture on the connection between resources and healthcare quality.

According to Kreitner (2014), customer trust is a party's belief in the intention and behavior of another. Conceptually, Rambat (2008) emphasizes that customer trust will only be developed if both parties have faith in each other's honesty and dependability. In addition, he emphasized that consumer' decisions to purchase goods and use services from reputable businesses is a reflection of their confidence in the party providing the goods or services. This indicates that there is a connection between consumer trust and the ability of consumers to decide whether or not to purchase goods or use services. This can be seen in the rising number of customers, who will occasionally engage in voluntary persuasive behavior on behalf of other consumers (mouth to mouth communication).

According to trust literature, the person or thing receiving trust should be trustworthy, have high integrity, and exhibit traits like consistency, competence, honesty, responsibility, and goodness. Consumer trust does not yet exist but will develop over time as both sides come to trust one another. Consumer trust is formed through time and is influenced by a variety of variables, including an organization's reputation, size, the love that customers have for the brand, and the relationship between customers and brand personnel.

Before the second half of the 20th century, organizational culture also known as "the organization values and personality", did not receive the natural interest. An increase in interest in this issue began in the year 1970s and peaked in the

1990s. Additionally, the topic of organizational culture has drawn more writers and scholars in the fields of management and organizational behavior. Since it is one of the most crucial components in the success of modern organizations and a significant factor in their management, which works through the idea of progressive transference toward universality and its problems, they dealt with it through a variety of features and dimensions. This ensures that in order for the organizations to persist, compete, and excel as well as adapt to the surrounding environmental variables, they are in dire need of transformation towards high levels of efficiency and performance (Al-Saraireh, 2003).

The organizational culture has a significant impact on management growth and performance, which are traits of the modern era. Given that the globe has become a tiny village connected by the most modern communication techniques, all institutions and departments in the public and private sectors require it to keep up with the rapidly speeding global events. Due to their incapacity to thrive before the environmental difficulties they face, it became impossible for any nation, organization, or department to live in isolation from these changes (Al-Farhan, 2003).

Any organization has a culture that encompasses specific values and ideas, and its members are encouraged to fit in with its norms. According to Nasrisfahani, et. al., (2012), an organization's total performance will increase when its culture is robust and has a positive impact on its strategies and level of adaptability. The issue known as organizational culture has a considerable impact on how effectively a company is managed. It is extremely evident how important organizational culture constituents like values and beliefs are to the global achievement of organizational goals. Actual attitudes, norms, values, and

beliefs held by organization members will lead to coordination of activities to accomplish organizational goals. As a result, culture is crucial to strategy and optimal performance in order to advance an organization's objectives. According to Jafari, et al., (2004), the idea of organizational culture has been considered as a significant component in organizational performance. A suitable work environment that has been well established between management and employees strengthens organizational commitment, encourages morality, results in more effective performance, and typically results in higher production.

According to a study done by Soleimani (2009) on the success determinants of globally successful businesses, the quality of these organizations is a key concern and is incorporated into the design of all organizational activities. In addition to providing effective assistance for achieving quality targets, these firms' dominant cultures To put it another way, the organizational culture in these firms has been established based on strong convictions and ideas about the importance of public involvement and effort for ongoing quality improvement and customer happiness. As a result, quality is a culture that permeates all corporate activities rather than being a short-term aim. Given the concerns, the primary goal of this research is to examine the relationship between organizational culture and total quality management in general physical education Department of West Country.

Nasrisfahani et al., (2012) received funding to investigate how organizational culture and total quality management affect project success (Case Study: Isfahan Science - Research Company). Researchers discovered that total quality management has a considerable impact on project performance and that organizational culture has a favorable and significant impact on TQM and

project performance characteristics. According to Amirkhani et al. (2011), there is a significant relationship between organizational culture and TQM dimensions in their study of the companies affiliated with the Ministry of Energy in the city of Zahedan. The study was titled "Explanation of Organizational Culture and Its Relationship with Total Quality Management Dimensions."

Soleimani et al. (2009) received funding to investigate the organizational culture alongside the implementation of total quality management in Semnan province's schools. Researchers discovered a substantial association between all aspects of organizational culture and the implementation of total quality management in Semnan province's schools. Yong et al. (2008) received funding to investigate the organizational culture and TQM adoption in Singaporean construction firms. Researchers discovered that a strong organizational culture makes complete quality management easier to adopt.

In a study titled "Total Quality Management, Culture, and Performance in Manufacturing Companies at United States America," Jabnoun et al., (2005) concluded that the combined impact of total quality management practices and culture in America's manufacturing companies is a decrease in customer complaints and an increase in output reliability as well as company profitability. The study by Akbari (2005) in Rangin Tab Co., Iran focused on the interplay between organizational culture and TQM parameters. Results indicated a substantial correlation between corporate culture and TQM parameters. According to Kordnaeij et al., (2012), organizational culture may be used as a crucial tool to guarantee the organization's long-term effectiveness and pave the way to improved organizational performance, including return on investment,

assets, profit, and customer satisfaction, and ultimately total quality management

Organizational culture is a type of implicitly accepted premise that is owned by the group and influences how it feels, thinks, and responds to its diverse surroundings (Zarkasyi, 2008). According to Kreitner and Kinicki (2014), organizational culture is significant in organizational life because it serves as a means of bringing together the organization's members, who come from a variety of backgrounds. On the other side, organizational culture can enhance excellence in winning competition with improved organizational performance, claim Apfelthaler et al. in 2002. Additionally, Flamholtz's (2001) research findings indicate that organizational culture affects performance through processes and management systems. According to the findings of the two preceding studies, organizational culture can genuinely enhance business performance through a variety of channels, including competitive advantage, management systems and procedures, or effective governance.

In addition, Widuri and Paramita's (2008) study demonstrates a significant correlation between organizational culture and the use of excellent corporate governance. Additionally, the findings of Haniffa and Cooke's research from 2002 showed a connection between organizational cultures and corporate governance, particularly information disclosure, through the features of both. The investigation involved 167 Malaysian companies. Because universities are non-governmental organizations working in the social and religious sectors, corporate culture for higher education organizations is known as organizational culture (zakat management). In addition to having a horizontal nature (commercial provisions), higher education is also subject to vertical regulations

(sharia provisions). In order to improve achievement in realizing organizational performance, meaning to transform higher education into a professional organization, all elements of higher education should share the same values and ideas (Wheelen & Hunger, 2003).

According to Kreitner and Kinicki (2014), the purpose of organizational culture in organizational life is to serve as a means of coordinating the actions of the organization's members, who come from a variety of backgrounds. Additionally, according to Kreitner and Kinicki (2014), firms must satisfy four purposes of organizational culture, including giving employees a sense of organizational identity. Employee remuneration and rewards that reward innovation assist the corporate identity function by encouraging employees to attempt their best to fulfill their responsibilities while fostering collective commitment. Because of the recognition but also opportunities for growth, every employee in this position feels happy to be a part of the company, which encourages loyalty and a sense of togetherness among all employees. Stabilize the social system. The degree to which people perceive their workplace to be helpful and are able to effectively manage conflict and change is reflected in the stability of the social system. By making managers feel their existence, you can shape behavior.

Organizations must adhere to TQM regulations in order to make the best use of their human and material resources. Because of this, TQM has attracted the attention of numerous nations in a variety of industries and organizations. It is anticipated that using the TQM approach and its different facets will boost firms' productivity and efficiency (Psomas & Jaca, 2016).

With the development of total quality management, a culture of mastery has replaced a culture of lowest effort. Businesses can adapt to shifting conditions thanks to development and ongoing improvement. All employees must acquire new skills to support the quality revolution and culture of change in order to adopt the TQM strategy. Employees should have strong moral standards and be willing to take on the challenges offered by following TQM's guiding principles and requirements. They ought to carefully assess their obligations in terms of helping the benefit organizations achieve their goals. To deliver high-quality services and products, it is vital to assess the corporate culture, goals, programs, organizational structures, and leadership.

A competitive advantage can also be attained by achieving a high degree of quality that is compatible with shifting environmental requirements. By generating the desired financial returns, which have a favorable impact on their value on the financial market, it demonstrates an organization's capacity for survival. Therefore, attaining continual growth through utilizing employees' talents and skills is the fundamental challenge facing service provider firms. Given the prevalence of cutting-edge communications and information technology, this is extremely difficult. That means investing in developing technologies aids in improved service delivery and organizational objectives.

It can be difficult, but it's essential for survival to find a balance between offering consistent service and making the required adjustments to the organizational culture in order to generate services that satisfy customers' wants and wishes. Given the increasing environmental conditions and developments, the organization's ability to generate profits, enhance financial performance, increase investment and growth, and compete in local and international markets

will be impacted by changes in culture and service. Perhaps it is necessary to view things differently in light of the ongoing scientific and technical growth in various sectors. Quality has become a necessity for commercial organizations due to the constant generation of new ideas and procedures, especially in emerging nations that struggle to stay up with technological and scientific advancement in all fields. Reaching a clear and comprehensive vision of the standards and dimensions of whole quality management is necessary for developing a quality culture. Particularly in service organizations, senior management must be committed to implementing the necessary standards and guidelines for quality assurance in order to achieve exceptional performance that inspires ground-breaking work.

The most important accounting metrics are thought to be those that measure financial performance. It demonstrates how well the business can utilize its resources to generate wealth and profit. One of the crucial contemporary techniques that helps businesses perform better and get a competitive edge is total quality management. Implementing TQM dimensions can improve an organization's strengths, fix its flaws, and grow its market share. Additionally, it gives businesses the chance to draw in more clients and successfully meet their needs and demands. The significance of comprehensive quality management and its favorable effects on performance have piqued management's interest in enhancing organizational performance.

The vision, mission, and strategic goals of a business can be achieved through the proper application of overall quality management. The expansion and prosperity of the national economy are reflected in the organizations' success. By offering high-quality goods and services, the use of comprehensive quality

management ideas aims to improve the performance efficiency of the organization and its members and strengthen its competitiveness. Based on the foregoing, it is now urgently necessary to conduct an empirical study to investigate the reality of adopting TQM ideas and dimensions in service-providing businesses in order to grow and survive. The effects of continuous improvement, staff involvement, and customer focus on financial performance of overall quality management need to be studied. Studying the reasons that motivate an organization to implement TQM, including organizational culture change to embrace quality and enhance performance, is essential in light of the rising customer awareness and cognizance of good and poor service quality (Aquilani et al., 2017).

Because it contributes to an organization's strength and sets it apart from other firms, quality is a crucial necessity. The service industry has adopted quality as a steadfast strategy to support all of its operations and to assure ongoing advancement in a variety of areas to satisfy client wants and aspirations. In view of the quickening environmental conditions and developments, quality shows an organization's capacity to generate profits, enhance its financial performance, the profitability of its shares, and increase its investment, growth, and competitiveness in local and international markets. In order to produce precise findings that can be applied to the research population, listed transport businesses on the Amman Stock Exchange were selected for this study. An important component of the Jordanian economy is thought to be the transportation industry. Roughly 7.6% of Jordanians work in the transportation industry, which has an annual growth rate of 6% and generates about 126,000 employments (Jordan Investment Commission, 2019). Given that

comprehensive quality management is one of the most important and current concerns that many studies have covered, this study helps to deepen the theoretical underpinnings of that field.

Such studies that examine the actuality of applying the TQM aspects in Jordanian service organizations in light of the available capabilities are also lacking in Arab libraries. Additionally, it investigates how the quality dimensions' implementation affects financial performance by focusing on organizational culture as a crucial element in the successful implementation of total quality management.

The implementation of TQM has become essential for the survival of both industrial and service business organizations in this fast changing globe, unpredictable business climate, and demanding and informed clients (Chuang, et al., 2015; Wamalwa, et al., (2017) and Pattanayak, et al., 2017). According to certain research, the effect of applying TQM is more pronounced in smaller enterprises, but overall it is favorably connected to higher financial performance (Parvadavardini et al., 2016; Nuryani et al., 2016 and Khudhair et al., 2019).

Adopting "soft" TQM, according to Fotopoulos and Psomas (2009), may improve an organization's standing in the market. The soft TQM components include top management sponsorship or leadership, customer focus, process management, staff involvement, employee empowerment, and continuous improvement. The "hard" TQM components, on the other hand, consist of management tools and strategies including flow charts, relations diagrams, scatter diagrams, control charts, and so forth. Organizational culture is created by top management, in the first place (Young & Poon, 2013).

Employees are exposed to a quality culture by management through corporate values communication and persuasion of employees to adopt quality principles. To successfully apply TQM principles, management must continue to support them. In order to defend the organization, supportive management must implement rules and procedures and guide, develop, and empower staff (Parumasur, 2013). Top management is primarily responsible for encouraging staff throughout its numerous departments to put the needs of the customer first. The ability and desire of all employees to react swiftly to the needs and requirements of consumers is known as "customer focus.

According to Gavareshki et al., (2019), any commercial organization's top priorities should be remaining competitive and increasing profits. To achieve their organizational objectives, businesses must concentrate their efforts on their clients. Better performance can be attained by adhering to and meeting TQM standards. The extent of client focus, however, largely depends on the culture that is dominant.

Avoiding failures is a crucial component of working to improve the focus on consumers in order to win their loyalty and satisfaction. Every person in an organization must manage a variety of processes in their everyday activities and see them as work processes that enhance excellent performance. To approach something as a process is to impose a formal framework on it in order to identify its beginning, end, and intermediate steps, to establish who the customer is, to evaluate how well it is currently being performed, and eventually to improve it, according to Davenport (2015). Employee involvement is emphasized in every step of putting TQM into practice, as can be seen from the aforementioned argument. It is important to empower the workforce to attain quality objectives.

Employee participation and empowerment foster good views toward the company and have an impact on the development of a quality culture. When all employees value quality, the performance of the organization as a whole is improved (Fening et. al., 2016).

Participation and empowerment of employees motivate them to work on ongoing procedures, services, and product improvement to satisfy customers. The fifth of Deming's fourteen core management concepts, "continuous improvement," was eventually linked to TQM even though he did not use the phrase. The principle reads, "Enhance the system of production and service continuously and forever to improve quality and productivity and so continuously reduce costs"

The term "organizational culture" has gained a lot of traction among management theories and managers alike. The concept of "culture" has its theoretical roots in social anthropology, and it was first applied to characterize a human group's characteristics holistically as they were passed down from one generation to the next (Karimi & Abdulkadir, 2012). It exists on various levels, including organizational and national ones. There is no prevailing understanding of corporate culture. However, it is described as a collection of standards, principles, and attitudes that all members of an organization share and that have an impact on how people behave, execute their jobs, and interact with their environment (Gimenez-Espin et al., 2013; Alswidi & Mahmood, 2012 and Helfrich et al., 2007).

The Competing Value Framework (CVF), created by Dension and Spreitzer in 1991, is used in this study to categorize different organizational culture types

and their impact on the study's variables. This framework has been applied in several empirical investigations and is a widely recognized typology of organizational culture (Gimenez-Espin et al., 2013; Zu et al., 2010; Stock et al., 2007; Lau & Ngo, 2004; Obenchain and Johnson, 2004). It combines organizational theories and asserts that most organizations may be classified along two dimensions, each of which indicates a different approach to the fundamental problems that any organization must solve in order to function. The degree to which an organization prioritizes centralization and control over organizational processes as opposed to decentralization and flexibility is the first CVF dimension.

The second factor is how much an organization is focused on its internal environment and relationships with other organizations. When organizations are cross-classified based on these two qualities, four prototypes are produced: hierarchical, rational, entrepreneurial, and team culture (Zu et al., 2010 and Helfrich et al., 2007). In this paradigm, an organization is inwardly focused and focuses on control mechanisms such as bureaucratic or hierarchical cultures. It prioritizes stability and predictability by adopting clear lines of authority over organizational operations, taking formal hierarchy into account, and adhering to regulations. An organization that is internally focused, emphasizes flexibility, values team culture, encourages employee participation in groups, and fosters teamwork and empowerment while giving human resource development top priority.

An organization that prioritizes growth and resource expansion, is flexible and externally focused, has an entrepreneurial culture, and displays creativity and innovation. An organization that prioritizes efficiency and quantitative results,

is externally focused, emphasizes control, promotes a rational culture, and favors goals and tasks that are clear. Organizations represent all four cultures to varying degrees. One culture is not preferred over another under the CVF framework. But the CVF's fundamental premise is that all four cultures exist at organizational levels and are generally consistent through time. A blend of multiple culture types can be found in certain organizations, while others only exhibit one dominating culture type (Zu et al., 2010; Helfrich et al., 2007; Henri, 2006; Prajogo and McDermott, 2005).

Fundamental organizational aspects like culture and leadership styles must undergo quite dramatic, and at times unachievable, adjustments in order to execute quality management principles and programs. According to some empirical studies from the perspective of "Organizational Ecology," innovations for TQM affect important organizational factors including strategy, structure, and culture, which are especially the ones that pose the greatest dangers to survival. Even if the predicted benefits for the organization are favorable, there may still be some resistance to implementing these innovations. Many organizations will resist implementing fundamental changes, according to other authors, even if they are expected to improve organizational performance or fulfillment. This resistance can be attributed to a lack of risk-taking, a belief that current strategies will bear fruit in the future, or a fear of the chaos that would result from such change.

Roldan et al., (2012) Customers and their requirements should direct all organizational operations if a company is to survive in a world market that is rapidly changing. Most organizations will need to transform their internal culture in order to do this. The fundamental tenet of TQM, the customer focus

in conjunction with a continuous improvement plan supported by innovation, may create a strong culture and enhance the performance and competitiveness of the company.

A study by Irani et al., (2004) noted that different working environments, work attitudes, and leadership philosophies exist inside organizations, and these factors affect how the quality management strategy is implemented. Therefore, it is crucial that businesses are aware of the characteristics of their organizational cultures in order to incorporate quality management concepts and select the best method for strategy formulation and continuous improvement.

One such method of operation that aids in maintaining quality in a business is quality management (TQM). According to a recent study by Gupta (2019), implementing TQM successfully depends on the organization's culture changing as a result of embracing quality management practices. As a result, TQM and organizational culture are interconnected, where successful system of quality management implementation influences the organizational culture's content. On the other hand, the implementation and operation of the quality system are influenced by the corporate culture.

2.8 Organizational Structure and Total Quality Management

While organizations are made up of people, Newton and Riveros (2015) argued that organizational structure is very important in structuring their makeup. The agency of the leaders in these organizations, according to Hall (2013), is constrained and conforming to the framework. According to Sipillane's study on leadership from 2005, leadership is about the behaviors that are shaped by

and comprise structure. This implies that the agency may either bolster structure or undermine it. Cruickshank, 2003, agrees and claims that the leadership's agency is dictated by the structure and may change or evolve. Additionally agreeing, Ackroyd (2000) claims that leadership both influences and forms the organization. This suggests that agency can be found both within and outside of structure.

For instance, Hoy and Sweetland (2001) highlighted in their research that schools are by their very nature hierarchical. This suggests that they have a chain of command that guides decision-making at all organizational levels. This line of command, sometimes known as a "bureaucracy," is a common element in almost all educational institutions. The education system's hierarchical decision-making is also evident in the schools, where the leadership is comprised of the principal, the deputy principal, and department heads. Teachers also participate in the bureaucracy and are affected by it. Each level of the educational system is subordinate to the authority above it, and those in charge of it have the authority to monitor, regulate, and govern topics that fall under their purview (Chartrand, 2014). The formal policies and processes in the school, along with the positional power of leaders at every level of the bureaucracy, provide a foundation for influence.

According to Bush and Glover (2014), working inside a bureaucratic framework can enable explicitly focused reform, such as a sharper focus on exam and test scores. They contend that the leader's responsibility is restricted to supervising the execution of strategies created by others. This implies that these individuals are engaging in management, which Kotter (2013) defined as "a set of well-known processes, like planning, budgeting, structuring jobs, staffing jobs,

measuring performance, and problem solving, which help an organization to predictably do what it knows how to do well. This suggests that school leaders in bureaucratic organizational structures are only allowed to hold management positions and that, in the context of the bureaucracy, all school leaders are in fact managers. To symbolize their authority and decision-making power, they are endowed with titles (Chartrand, 2014).

Whether these principals have the ability to use their influence within the bureaucratic organizational systems in their schools to raise academic standards is less certain. Hoy and Sweetland's (2001) research on organizational structures in schools revealed that these structures varied along a single continuum, with enabling bureaucracy at one end and inhibiting bureaucracy at the other. According to Hoy and Sweetland (2001), who compared various organizational structures to one another, enabling bureaucratic organizational systems encouraged authenticity and reduced role conflict in schools. They were characterized by principals who supported teachers in carrying out their duties without excessive regard for conflict and punishment, encouraged openness, and assisted teachers in finding solutions to their issues. The supportive bureaucratic frameworks promoted teamwork, adaptability, problem-solving, as well as a high degree of professional autonomy.

Additionally, Hoy and Sweetland (2000) showed that bureaucratic systems had a negative relationship with a feeling of helplessness but it was guided by principals who gave them the latitude to strike the right balance between order and freedom, leading their schools more in the direction of autonomy than order. The school administrators decided to address the issue through staff development rather than sanctions when they discovered a lack of

professionalism or knowledge in the teachers. As a result, the faculty in the schools expressed pride in being treated like professionals. It is possible that some principals may be able to practice leadership within and via their bureaucratic organizational structures, as shown by the aforementioned analogy of the enabling bureaucratic organizational structure.

It implies that effective managers must manage and exercise their agency in order to achieve. As a result, effective managers may be able to complete their tasks by successfully carrying out their managerial duties and engaging in agential actions like inspiring and empowering their team members. Such behaviors are a sign of leaders who simultaneously manage and lead, or even better, of leaders who wield their authority within the confines of the bureaucratic organizational frameworks found in their institutions.

According to Wu et al., (2013), the obstructive bureaucratic structure was found at the other extreme of the bureaucracy seen in schools. They discovered that it was the kind of organizational structure that hindered communication, inhibited innovation, rewarded conformity, isolated instructors, and exploited them. They admitted that its organizational design encouraged dissension, stifled creativity, and demoralized teachers.

According to Sunderman (2001), an organizational structure is most effective in circumstances when subordinates are expected to perform in accordance with the rules to be followed rather than how much they contribute to the accomplishment of the organization's goals. This is especially appropriate in situations when a manager, rather than a leader, was required to carry out an externally devised policy. All the manager needs to do is tell the hierarchy's

lower-level employees what the policy is and how it should be applied. This implied that a manager is someone who does things correctly, and a leader is someone who acts morally. Organizational goals should be taken into consideration while developing HR policies. For instance, the reward and recognition policy should be matched to the objectives in a way that encourages people to perform better. In order to not only keep the qualified personnel, but also draw in new ones, this policy needs to be open and transparent.

According to Mosadeghrad (2014), rewards and recognition is a powerful tool that encourages workers to improve the quality of their work. He has come to the conclusion that while non-financial rewards also contribute to the long-term success of the quality objectives, financial incentives help to achieve and sustain success. The management should create a policy that delivers both financial and non-financial incentives to the employees in order to eliminate the dread of being let go. The traditional compensation model with set salary is no longer effective but it needs to be swapped out for a compensation scheme that encourages workers to perform better both individually and collectively.

Many factors have been found to influence the implementation of TQM, for instance in the textile industry in India, where there is a lack of top management commitment, a lack of understanding of the systems, resource limitations, a lack of employee skills and training, and a need for excessive documentation, controls, and resources for certification. Studies have been done on the collections at the TSC resource center, but they are not related to quality management. Nevertheless, the center is carrying out its mandate under the guidance of a quality policy and is dedicated to providing a sustained quality service that is focused on meeting the needs and aspirations of its esteemed

clients in the education sector. As a result, the researcher will do the research on the subject at TSC's corporate headquarters.

2.9 Theoretical Framework

According to Orodho (2005), a theoretical framework is a group of interconnected concepts based on theories on a set of prepositions that are generated from and supported by data and that specify the relationship between two or more study variables, as shown in the theories below;

2.9.1 Crosby's Theory

Philip Crosby is credited with founding the entire quality management movement. In a similar vein to Deming, he argued that spending money on quality is money well spent. He defined quality as adherence to criteria, prevention is the best approach to ensure quality, zero faults is the performance benchmark for quality, and quality is measured by the cost of nonconformity, according to Crosby, who was interested in improving quality management (Crosby, 1979). The Commission has pledged through its strategic plans to put TQM into practice by committing the necessary parties through an inclusive structure, allotting sufficient resources, ensuring consistent communication, and providing training to the identified employees in accordance with the requirements and gaps in performance and service delivery.

2.9.2 Juran's Theory

In 1989, Juran advanced what has come to be known as the "Quality Trilogy." Quality control, quality improvement, and quality planning make form the quality trinity. Juran thought that the process of improving quality involved ten steps. These include identifying areas of opportunity and need for improvement,

setting improvement goals, organizing to meet the goals, providing training, starting projects, tracking progress, praising performance, reporting on outcomes, tracking improvement progress, and repeating the stages (Juran,1998).

The commission must be committed to implementing TQM by dedicating the relevant actors through leadership, an inclusive structure, allocating adequate resources, ensuring effective communication, and providing training to the identified employees in accordance with the needs as well as gaps in performance and service delivery if a quality is to be successful.

2.10 Conceptual Framework

A conceptual framework demonstrates the way a researcher conceptualizes the connection between the study's research variables. This can be demonstrated graphically, diagrammatically, or via the use of a mathematical model to provide a mental image of the role that the variables play in a study (The Kenya Institute of Management, 2009). The relationship between the variables under study are; top management commitment, adequate resources, level of communication, organizational culture, structure, and application of TQM as it is depicted in the Figure 1 below.

The conceptual frame work of the study is indicated in the figure 1 below.

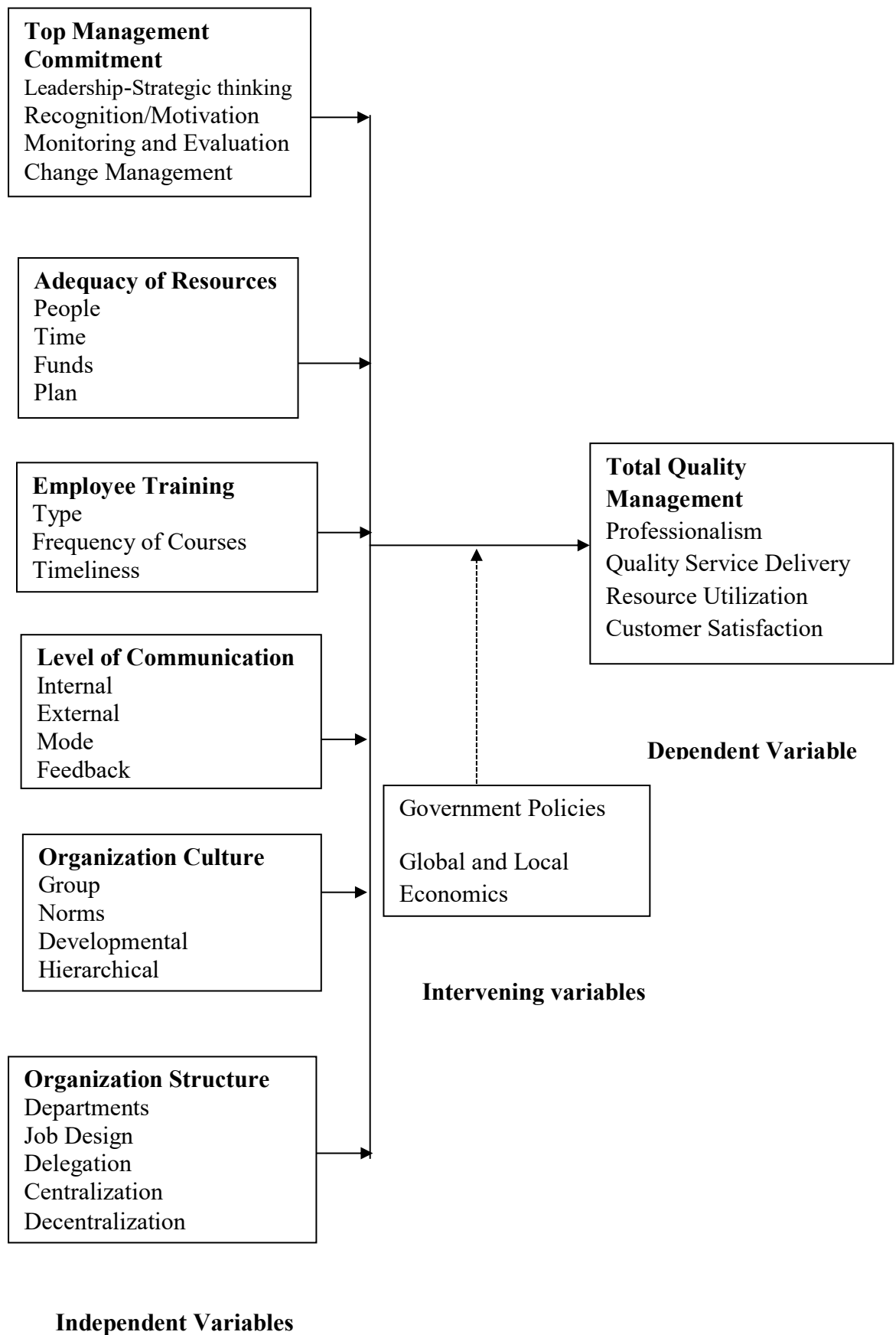


Figure 1: The Inter-Relationship on Determinants and Implementation of Total Quality Management (Researcher 2020).

Top management commitment, according to Kotter (2012), is a commitment of joint resources, including the executive's personal time, to the enhancement of the quality process. It mentally readies an organization's top leadership to be ready to get personally involved in the establishment and use of total quality management. Additionally, it offers a clear vision that would show how to effectively accomplish an organizational mission through the formulation of objective performance goals, giving all members and stakeholders a feeling of purpose and direction in connection to realizing overall quality management.

The completion of the organization's objective and vision is impacted by the emotional and intellectual engagement of its employees, according to a study by Swathi (2013). The author goes on to explain that employee engagement is the degree to which they take responsibility for the success of the company. Adequacy of resources, whether they be financial or human, aims to facilitate, obtain, and retain a skilled, committed, well-motivated staff as well as a working environment that is conducive to improved quality management. Because resources are the most expensive expenditures for any business, using them wisely is essential for every organization.

According to Boon (2007) staff training and development is a service role that will give employees the knowledge and abilities to recognize possibilities for improvement as well as communication strategies for quality improvement. By doing this, it will raise awareness of the importance of creativity, innovation, a positive attitude at work, and teamwork. He made the case that training and development programs should not be thought as a one-time event, but rather as

a continuous process that contributes to an organization's goal of having an effective and productive staff.

According to Sendawula's (2018), employee ownership would determine performance by involving workers who are already aware of their surroundings. Employees that receive education and training are better equipped to contribute to improvement. With an increase in skill level, an employee's self-esteem also rises, which motivates them to contribute more to the expansion of the company. According to Shantz et al., (2013), they examined how an individual becomes interested in his work through energy, determination, and absorption, and how these qualities become ingrained in personality through appropriate education and training.

Given that all organizations communicate with their employees in some way where it conveys the organizations' values, expectations, and direction that provides information about corporate developments and permits feedback from all levels for effective and quality achievement through service delivery and product development, the level of communication as a process would change people's attitudes and opinions. Communication between and among all company personnel, suppliers, and customers is necessary for TQM success (Robbins et.al, 2011)

Organizational culture refers to specific values and viewpoints that people of the organization are encouraged to align with. A company's culture has an impact on its tactics, adaptability, and ability to retain a long-term perspective of changing the current culture in order to apply TQM. The main management of nonprofit or cooperative organizations, according to Melo (2012), focuses on

undertaking accomplishments through transparency and accountability rather than on the target of controlling success. Instead, it depends on effectiveness, economic attitudes, the efficient use of organizational resources, the use of resources for economic stabilization, accountability of services in an organization, and transparency in the implementation of all organizational rules.

The arrangement of positions, reporting lines, and operational interactions between and within these functions are all included in the definition of organizational structure. By outlining the official reporting connections that control the organization's operations, it offers direction to all personnel. It discusses how leadership in an organization determines how things should be done, how authority, duties, and communication are assigned, managed, and organized. As a result, having a formalized blueprint of an organization's structure makes it simpler to add new positions and offers a ready and flexible mechanism for expansion (Manjot & Anjali, 2018).

A policy is a precept or directive intended to direct choices in a sensible manner. The process of making significant organizational decisions, including the identification of various options, such as programs or spending priorities, and choosing amongst them based on their potential effects, can also be referred to as policy (Stone, 2002). Governments serve as policy-making bodies with autonomy or decision-making authority over organizations. Legal status, financial reliance, and governance structures all have an impact on how autonomously decision-making authority is exercised. Other governmental players, such as central government agencies, funding, audit offices, and public standards commissions, frequently exert extensive regulation over the operations of organizations (Christensen, 2001).

2.11 Summary of Related Literature Review

Due to the demands of the clients, who have grown more knowledgeable about their needs and the value they attach to them, particularly with regard to high performance design and consistency in quality level, total quality management has become an essential component and important factor taken into consideration by organizations today looking to provide quality services (Tang, 2007).

TQM as a management technique strives for long-term commitment for continuous improvement on quality performance at all levels to meet or exceed customer expectations, such that the commission has consistently embraced the TQM as practice, which has received a growing amount of attention as a source of competitive advantage and is viewed as a catalyst or strategic resource due to its impact on the organization's core process and overall performance by ensuring that the determined criteria are met.

Bagad (2008) emphasized that most performance failures result from systems without passion or passion without systems, particularly when implemented without consideration for the impact on the participants. It has also been noted that controlling systems is easier than controlling people. This is in line with study findings regarding factors influencing TQM implementation at the commission where senior management commitment is still low. In contrast, the relative definition of quality focuses on always meeting predetermined requirements.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods the researcher employed to gather and analyse data for the study on factors influencing TQM implementation at the commission. There were several topics covered, including research design, target population, sample size and sampling strategy, research instruments, instrument validity and reliability, data collection methods, data analysis, and ethical issues.

3.2 Research Design

According to Alan and Emma (2011) a research design acts as a framework for data collecting and analysis, and the choice of a design reflects the relative importance of the many study components. The research used a mixed-methods approach, analyzing the factors influencing TQM implementation at the commission using both qualitative and quantitative data. The concept was employed by the researcher to get correct data since it is practical for addressing a wide range of study goals. This was demonstrated by the estimated primary scores, frequencies, and percentages displayed in tables, as well as the transcription of open-ended questions into themes.

The phrase "mixed methods," according to Creswell and Wisdom (2013), refers to an emerging research methodology that advances the systematic integration, or "mixing," of quantitative and qualitative data within a single investigation or ongoing program of inquiry. The fundamental tenet of this methodology is that, in comparison to separate quantitative and qualitative data gathering and

analysis, integration enables a more thorough and synergistic application of data.

3.3 Target Population

Inferential statistics that show the likelihood that what was true of the sample is also true of the population are defined by Mugenda (1999) as the entirety of the group or individuals, events or objects having common characteristics about which the researcher wishes to draw generalizations. 292 respondents were sought for the study, including 12 members of senior management, 55 middle-level managers, 160 clerks, and 53 members of the commission's lower-level personnel. (TSC- Secretariat Staff Human Resource Management, 2015).

3.4 Sample Size and Sampling Procedures

Out of the seven directorates, the researcher chose to focus on three because the secretariat employees represented in each one conveniently supplied a large, medium, and small population in the commission headquarters. To determine the types of workers in the sections under each directorate, the researcher utilized stratified random sampling followed by systematic random. Additionally, the researcher chose members of high management as respondents using simple random selection. Accordingly, using the formula $n=0.3\%N$, a total sample of 92 respondents is used, including 4 members of top management, 18 middle-level supervisors, 53 clerks, and 17 members of the commission's subordinate employees.

This is illustrated in the Table 1 below.

Table 1. Samples of the Directorates

Directorates	Category Level	Total (N)	Sample (n) 30 %
Human Resource and Development	Top Management	7	2
	Supervisors	30	10
	Clerks	100	33
	Support Staff	30	10
Administration	Top Management	4	1
	Supervisors	15	5
	Clerks	30	10
	Support Staff	16	5
Information, Communication and Technology	Top Management	3	1
	Supervisors	10	3
	Clerks	30	10
	Support Staff	7	2
Total		272	92

Source: Directorate of Human Resource for the Secretariat Staff at Teachers Service Commission, Nairobi Headquarters (2020).

3.5 Research Instruments

According to Gay (2009), research instruments are tools that let researchers gather the essential information or data while allowing respondents to freely voice their thoughts and comments regarding the study. In order to gather information from the supervisors and lower cadre personnel, questionnaires

were created. A schedule of interviews with key management figures at the director level was employed to gather data. The questionnaires, which were both structured and unstructured and were presented in two sections, captured general and pertinent data on the factors that affected the commission's decision to implement total quality management.

3.6 Validity of Research Instruments

Validity is defined by Mugenda (2003) as the precision and significance of inferences that are based on the findings of the investigation. As a result, the level of accuracy that emerges from the analysis of the data accurately captures the variables and phenomenon under investigation. The existence or absence of a systematic inaccuracy in the data heavily influences it. A pilot study was conducted by the researcher to evaluate the validity of the questionnaire's items and the amount of time needed to respond to them. The supervisors, who are specialists in the field of school administration and management, were consulted for guidance on content and face validity, and the researcher made sure that the items in the study instruments addressed all of the objectives.

3.7 Reliability of Research Instruments

If a study's findings can be replicated, that is what reliability is all about. According to Alan and Emma (2011), dependability is the indicator of how consistently a research project produces findings and data after numerous trials. The same, equally weighted instruments would be used for each category. When administering the instruments, the researcher used the split-half technique to examine reliability. The correlation coefficient was calculated to show the

relationship between the two scores; however, if the deviation is minimal, the data is more reliable, and vice versa as illustrated from the formula below;

As seen below, the study employed the Pearson product correlation formula;

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where X- first test

Y -second test

$\sum xy$ - The sum of the gross products of the value of each valuable.

$(\sum x)(\sum y)$ –The product of the sum of x and y

\sum - sum function and N- Total population.

The questionnaires presented to the respondents, which included supervisors, clerks, and support personnel, had r value of 0.82, while the top management interview schedule had a r value of 0.78, indicating that the instruments were highly dependable. According to Kothari (2011), a reliability coefficient of more than 0.5 indicates that an instrument is suitable for use in social research.

3.8 Data Collection Procedures

After receiving approval from Maasai Mara University, the researcher moved on to apply for a research permit from the National Council of Science, Technology, and Innovation (NACOSTI). Finally, the researcher appeared before the commission to request authorization to carry out the exercise study. The interview schedule was followed when speaking with the top management group. Additionally, the middle level management, clerks, and support

employees all received questionnaires. The information from the already-existing documents with comparable theme content was recorded.

3.9 Data Analysis Techniques

Making sense of enormous amounts of data, reducing the volume of information, identifying key trends, and creating a framework for expressing the evidence of what the data revealed are all part of data analysis (Best & Kahn, 2011). The questions were reviewed for accuracy, and the Statistical Package for Social Science was used to code and input the data into the computer (SPSS). In order to do this, data had to be categorized and arranged into a framework based on important topics, concepts, and categories.

The Statistical Package for Social Sciences (SPSS) was used to analyse both quantitative and qualitative data. Descriptive statistics were computed to analyse some responses as frequencies and percentages, which were then displayed in tables. Using content analysis, qualitative data was processed from interviews and open-ended questions and reported verbatim or as narratives. All six study hypotheses were analysed using Pearson product moment correlation to ascertain the association between each independent variable and total quality management. The researcher tested the strength of the linear relationship between the variables in the study on the factors influencing the implementation of overall quality management in the commission using this method of analysis.

3.10 Ethical Issues

This is a collection of guidelines for research designs and procedures that enabled the researcher to respect the rights of the identified respondents,

improve the research's validity, and uphold the integrity of science. Additionally, it promoted respondents' free will and informed consent. This was done by first explaining and reassuring the participants about the study's nature and goals in an introductory letter. The National Commission of Science and Technology issued a research permit and permission to undertake research at the commission (NACOSTI). In the study on factors influencing the adoption of total quality management in the Commission, respondents' identities were kept secret in order to protect them; as a result, they were referred to only as the respondent.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

The determinants of implementation of total quality management at the Kenyan headquarters of the Teachers Service Commission are discussed in this chapter along with data results. This chapter introduces the part on data analysis, which includes information on the respondents' demographics, the instrument return rate, data analysis, and interpretation. The results were presented in accordance with an analysis of the relationships between the following variables: top management commitment, the availability of sufficient resources, and degree of employee training, the level of communication within the organization, organizational culture, and organizational structure, and the commission's adoption of total quality management. The statistical package for social sciences (SPSS) computer program was used to analyse the data.

4.2 Instrument Return Rate

There were 92 respondents in the commission who received the questionnaires. The response rate is shown in Table 2.

Table 2: Questionnaire Return Rate

Type of Instrument	Number Administered	Number Returned	Return rate (%)
Top Management interview Schedule	4	4	100.0
Questionnaire for secretariat staff	92	92	100.0

Table 2 indicated that the instrument return rate was 100%. Kothari, (2004) argued when return rate of more than 60% then it is reasonable such that the

survey response rate was sufficient for data analysis in the study being undertaken.

4.3 Demographic Data

Based on gender, highest academic degree, professional body registration, and experience, demographic data from the respondents was collected. This was done in order to comprehend the fundamental traits of the study's respondents.

4.3.1 Respondents' Gender

All respondents were classified as either males or females based on their gender. This is indicated in Table 3 below where it displays the breakdown of all the sampled employees by gender.

Table 3: Respondents' Gender

Gender	f	%
Male	43	45.2
Female	49	54.8
Total	92	100.0

According to Table 3, there were 45.2% of male compared to 54.8% of female. This is a good gesture of inclusivity and participation by both genders in the commission to offer service and contribute towards quality management through performance in the commission.

4.3.2 Employee's Highest Academic Qualification.

The goal of the study was to determine the highest qualification of the employees in the commission this could have a relationship with the implementation of TQM due to the knowledge and skills attained. This could also be attributed to the job related demands for their jobs in the various sections in the commission. This is illustrated in the Table 4 below;

Table 4: Respondents' Highest Academic Qualifications

Highest Academic Qualification	Questionnaires for Secretariat staff	
	f	%
Certificate	35	29.6
Diploma	17	24.1
Bachelor's Degree	23	25.7
Master's Degree	17	20.6
Total	92	100.0

4.3.3 Employees' Professional Body Affiliation

Table 5 displays if employees are registered in any professional body to which this has value towards getting benefits and association to an advisory body in relation to the kind of assignment and job undertaken by an employee. This is indicated in the Table 5 below;

Table 5: Respondents' Registration with a Professional Body

Registered Professional Body	Questionnaires from Secretariat	
	f	%
Yes	31	32.5
No	61	67.5
Total	92	100.0

Table 5 shows that the majority employees 67.5% in the commission have not joined any professional body. This can be attested from the low qualification as indicated in Table 4 above who don't administer any high administrative roles in the commission but that could not deter any employee to undertake duties as assigned.

4.3.4 Employees' Duration in Work Experience

The study aimed to find the duration of work experiences of employees in the commission as it is shown in the table 6 below;

Table 6: Respondents' Period of Experience

Experience	f	%
Less than 5 years	1	1.8
6-10 years	9	9.8
11-15 years	27	26.7
16-20 years	29	28.4
21 years & above	26	33.5
Total	92	100.0

Table 6 displayed that most employees have worked at least for over 11 years, 26.7%, 28.4% and 33.5% respectively. This has a positive impact in performance especially in relation to implementation of TQM because wide range of years in experience and exposure towards offering quality service delivery in the commission.

4.4 Determinants of Implementation of Total Quality Management

The study focused on the determinants of TQM which formed the objectives of the study: Top Management Commitment, adequacy of resources, employee training, and level of communication, organizational culture and structure.

4.4.1 Top Management Commitment and Implementation of Total Quality Management

One of the most crucial elements influencing the effectiveness of the implementation of comprehensive quality management approach in a corporation has been identified as top management commitment. The ability for employees to follow top managers' guidance and methods of operation depends on their commitment to TQM implementation. Also recognized is the crucial role senior management plays in determining whether organizational strategic changes are successful. Top management has a significant impact on paradigm shifts in crucial fields including product development, quality management, and innovation.

This is illustrated in the table 7 below;

Table 7: Respondents' on Top Management Commitment on Total Quality

Management

Statement	SD f %	D f %	N f %	A f %	SA f %
Top management often attend professional courses or seminars on quality management	1 1.08	3 0.03	10 0.11	50 54.3	28 30.4
The top management provides good leadership on total quality management practices and implementation	0 0	18 19.6	28 30.4	30 32.6	16 17.4
The commission demonstrates understanding on their clients' needs through it operations procedures	0 0	13 14.1	27 29.3	36 39.1	16 17.3
The ideas and suggestions of the secretariat staff on total quality management are welcomed by top management	3 3.3	20 21.7	27 29.3	28 30.4	14 15.2
Top management recognizes teamwork involving open communications	1 1.1	18 19.6	27 29.3	30 32.6	16 17.3
Top management often meets to review the progress of the commission goal on regular basis	1 1.1	13 14.1	23 25.0	38 41.3	17 18.5
The performance appraisals are done regularly	2 2.2	8 8.7	6 6.5	30 32.6	46 50.0
The commission conducts effective monitoring and evaluation on the employee performance	1 1.1	16 17.3	21 22.8	37 40.2	17 18.5
Average	Mean (3.69)		SD (0.970)		

Table 7 shows that majority of the respondents 54% agreed that the top management often attend seminars or trainings, this clear indicator that the leadership are keen to enhance their knowledge and skills towards offering quality management in the commission. Agwu (2014) emphasized that the ability of its top management to nurture and champion the implementation of TQM brings about inspiration in the other members of the organization to integrate it into their self-training and daily work, and quality in this manner, finally takes care of itself. This implied that the attendance of top management on professional courses on quality management is quite vital for.

In the findings 32.6% of respondents appreciated that the top management provided good leadership on total quality management practices and implementation. This is line with the TSC Act (2012), which mandates that the commission shall encourage teachers' career advancement and professional development and to oversee their conduct and performance, supports this.

According to 32.6% of the respondents they said the performance appraisals are done regularly in the commission. This evaluation system places a strong emphasis on achieving high standards and identifies any training requirements or gaps that must be filled in order to achieve overall quality management. The commission conducts effective monitoring and evaluation on the employee performance as per 40.2% respondents this implied that TQM is achieved through efficient monitoring and evaluation, where the established rules, procedures, and systems are intended to guarantee the preservation and improvement of quality within an institution.

According to 30.4% of employees indicated that the ideas and suggestions of the secretariat staff on total quality management are welcomed by top management. These places the employees at participatory and ownership culture towards achieved quality management

The impact of top management commitment on top quality management is shown in Table 8.

Table 8: Effect of Top Management Commitment on Top quality management

Top Management Commitment	F	%
Strongly Disagree	2	2.2
Disagree	19	20.7
Neutral	28	30.4
Agree	32	34.8
Strongly Agree	11	12.0
Total	92	100.0

Table 8 displayed most employees 34.8%, 1112% fairly agreed that top management commitments had an impact on top quality management, although according to 20.7% of respondents disagreed indicating that there was still an issue on the leadership in terms of offering quality management as expected in the commission in relation to implementation of TQM.

According to **H₀₁**: There is no statistical significant relationship between top management commitment and top quality management at Teachers Service Commission Headquarters, Nairobi, Kenya

To test hypothesis one Pearson Product-Moment Correlation was done to determine the relationship between top management commitment (M=3.69, SD=1.970) and top quality management (M=3.41, SD=0.84)

Table. 9 shows the correlation matrix between top management commitment and top quality management.

Table. 9: Correlation Matrix between Top management Commitment and Top Quality Management

Variable		Top	
		Management Commitment	Total quality Management
Independent: Top Management Commitment	Pearson Correlation	1	.362*
	Sig. (2-tailed)		.000
	N	92	92
Dependent: Total quality management	Pearson Correlation	.362*	1
	Sig. (2-tailed)	.000	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

Table 9 displays the correlation matrix, which reveals a strong positive association between top management commitment and total quality management. The correlation coefficients $r(91) = .362$, $p < 0.05$ were rejected at the $p < 0.05$ significance level. The null hypothesis was therefore disproved. The dedication of senior management and whole quality management are so related.

This suggests that top quality management depends greatly on the implementation of top management commitment, which is why it needs to be strongly stressed.

A study by Wahid et al., (2011) that looked into senior management commitment to ISO 9000 maintenance and its effects on QM system, practices, and implementation in two big service firms serves as a foundation for this research. The study focused on how effective top management is at maintaining the ISO 9000 system and achieving QM system results. In addition to their investigation, Rhaizan and Tan (2011) looked into ISO 9000 certified service providers in Malaysia's Klang. The goal of the study was to determine what aspect of TQM implementation was most crucial. Based on the analysis of the data, it was determined that the second most important component in implementing TQM in the service businesses under study was managerial leadership and commitment. The influence of top management commitment and total quality management, where top management is classified as TPM, was therefore discussed with the top management officials during interviews;

TPM1: Through effective service delivery and commission target achievement, top management commitment is extremely important to the success of total quality management.

TPM2: Total quality management is accomplished in the commission when the top management is dedicated to its goals and ensures that the proper procedures are followed and everything is implemented in the commission.

TPM3: The commission's total quality management depends on top management's dedication to its responsibilities, which include taking part in

quality improvement efforts, providing necessary resources, and demonstrating a consistent commitment to quality perfection.

TPM4: Top management commitment will promote creative methods and enhance social and economic gains by motivating staff, which results in total quality management in the commission.

The replies from the aforementioned top management officials made it clear that top management commitment had a huge impact on sustaining total quality management implementation. Such that from the findings it showed that all of the respondents agreed that top management was evaluated on quality performance.

Miller and Hartwick (2012) found that training and top management commitment play very important roles in TQM implementations in public listed manufacturing companies. Furthermore, Zeha (2011) established that management leadership is an important factor in TQM implementation because it improves performance through influencing other TQM practices. Moreover, this is in line with the findings of Garvin (2014) who stated that successful quality management is highly dependent on the level of top management commitment. Also, the findings is fully supported by Muhammed (2010) who found out that outstanding leaders can contribute heavily to total quality by creating inspiring innovative environment and identified strengths of senior management in areas of unwavering commitment to quality.

4.4.2 Adequacy of Resources and Implementation of Total Quality

Management

Through effective feedback mechanisms, total quality management makes sure that consumers are not merely delivered items; they are also supplied with pertinent information and given acceptable answers to their queries and wants. Additionally, it is crucial for comprehensive quality management to consider the demands of the personnel, including those for the tools and resources needed for efficiency, self-improvement programs, and appropriate rewards for dedication. This is indicated in the Table 10 below;

Table 10: Respondents' on Adequacy of Resources and Implementation of Total Quality Management

Statement	SD	D	N	A	SA
	f	f	f	f	f
	%	%	%	%	%
The commission embraces the use of modern information and communication technology platforms and mechanism for service delivery	2 2.2	11 12.0	15 16.3	44 47.8	20 21.7
The work environment is safe and conducive to all staff and clients	3 3.3	15 16.3	28 30.4	31 33.7	15 16.3
The commission allocates critical resources required in implementing her mandate	5 5.4	33 35.9	23 25.0	20 21.7	11 12.0
Mean(3.42) , SD(1.020)					

Table 10 indicated that the commission embraced the use of technology as 47.8% of the respondents agreed to, while notably 35.9% disagree that critical resources are allocated by the commission, hence chances that it interferes with the implementation of TQM in the commission. This implied that the commission somehow doesn't devote the crucial resources necessary in achieving her mandate

According to **H₀₂**: There is no statistical significant relationship between Adequacy of resources and top quality management at Teachers Service Commission Headquarters, Nairobi, Kenya

The relationship between adequate resource levels (M=3.42, SD=1.02) and high-quality management (M=3.41, SD=0.84) was examined to test one of the hypotheses. The correlation matrix between adequate resources and total quality management is displayed in Table 11.

Table 11: Correlation Matrix between Adequacy of Resources and Top Quality Management

Statement		Adequacy of Resources	Total quality Management
Adequacy of Resources	Pearson Correlation	1	.232*
	Sig. (2-tailed)		.022
	N	92	92
Total quality management	Pearson Correlation	.232*	1
	Sig. (2-tailed)	.022	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation matrix in Table 11 demonstrated that a substantial association between adequate resource management and total quality control, with $r(91) = .232, p(0.05)$ being rejected at the $p 0.05$ significance level. As a result, the null hypothesis was disproved. As a result, there is a connection between total quality management and adequate resource allocation. This suggests that overall quality management would be entirely accomplished if all resources were made available. Nenadal (2016), in a study titled "Adequacy, suitability, effectiveness, and efficiency of Quality Management Systems: How to perceive and assess them," found that in order for a quality management system to be fully effective in performance assessment, all four criteria must be met.

Interviews with top management officers focused on the impact of adequate resources and total quality management, where top management is denoted by the TPM code.

TPM1: Ample resources within an organization allow for the successful provision of services while maintaining high standards of quality management.

TPM2: The availability of necessary resources to assured of effectiveness, efficiency, and execution greatly influences the quality management in the commission.

TPM3: Sufficient resources are essential for total quality management since they make it easier to accomplish the institution's goals.

TPM4: Sufficient resources allow workers to work easily toward the goals that the company has set for themselves.

It is clear from the responses above is that adequate resources allow staff to efficiently provide service with high standards in the needed time, ensuring top-notch quality management. It was noted by Ater (2013) that resources played a great role in implementation of TQM practices in public secondary schools. He postulates that without adequate resources and funding, the institutions will face problems in every field for example; management & administration, planning, instructional process, students' performance, infrastructural facilities, etc. The results of the current study indicated that insufficient funding and resources was a main barrier in the way of effective implementation of TQM in the commission.

4.4.3 Employee Training and Implementation of Total Quality Management

The adoption of total quality management demands well-trained and highly motivated work teams, and high-quality training calls for a sound system, experienced instructors, reliable training tools, and a focus on top-down instruction. Training and development both enhance and stimulate employee performance. If the employee's skills, knowledge, and abilities do not improve as a result of training, then the training modules, programs, or trainers need to be evaluated critically in order to produce desirable outcomes.

To recruit qualified people for promotion and growth, good firms use carefully controlled, cutting-edge training techniques and instructors. Effective work performance from employees is necessary to achieve corporate goals and market-growth plans. If the staff members are properly trained, they will understand what the clients want and how to meet those needs.

This indicated in the table 12 below;

Table 12: Respondents' on Training

Statement	SD	D	N	A		SA	
	f %	f %	f %	f %	%	f %	%
The secretariat staff are trained on total quality management practices	3 3.3	21 22.8	26 28.3	27 29.3		15 16.3	
Regular professional seminars or technical courses training for the staff is undertaken to promote knowledge on quality management	4 4.3	36 39.1	22 23.9	21 22.8		9 9.8	
The commission facilitates the training on TQM	7 7.6	29 31.5	30 32.6	16 17.3		10 10.9	
AVERAGE	Mean(3.44)			SD(0.996)			

The findings in the table 12 indicated that 39.1% of the employees disagreed that the commission offered them chance to undergo technical courses. As a result, it appears that training was limited to the current group of employees. This implied that quality service delivery is not facilitated well. This suggests that staff members are not regularly trained through technical seminars or professional seminars to increase their knowledge of quality management procedures.

According to 29.3% respondents they agree that the secretariat staffs are trained on total quality management practices. This supported by findings of a study

on the relationship between principle ICT training and ICT integration in management of public secondary schools, according to Chepkonga (2015) this showed that there was a strong relationship between principal educational level and ICT integration in management. According to the findings of the training needs assessment, it indicates that employees increase their task-related proficiencies, effective knowledge, and learning capacity for sustainable quality management in a company and they quickly adjust to changes toward distinctive behaviors. The commission facilitates the training on TQM as per 31.5% of the respondents. In this regard, managers must set aside funding for the coaching and training initiatives that offer these abilities.

According to **H₀₃**: There is no statistical significant relationship between Employee training and top-quality management at Teachers Service Commission Headquarters, Nairobi, Kenya

One Pearson product-moment correlation was performed to examine the association between top quality management (M=3.41, SD=0.84) and employee training (M=3.44, SD=0.996) in order to test hypothesis.

The correlation matrix between employee training and top quality management is displayed in Table 13 below;

Table 13: Correlation matrix between employee training and top quality management

Statement		Employee Training	Total quality Management
Employee training	Pearson Correlation	1	.320*
	Sig. (2-tailed)		.000
	N	92	92
Total quality management	Pearson Correlation	.320*	1
	Sig. (2-tailed)	.000	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation matrix shown in Table 32 indicates a substantial association between total quality management and staff training, with $r(91) = .320$, $p < 0.05$ being rejected at the $p < 0.05$ significance level. As a result, the null hypothesis was disapproved. Consequently, there is a connection between comprehensive quality management and personnel training. This meant that implementation of overall quality management is more successful when staff received more quality training on it.

The findings of Web (2007), which claimed that when staff acquire the abilities on how to properly handle clients, there will be a cascading effect whereby the consumers will keep returning back to buy from the business loyally, support this. Interviews with top management personnel about the impact of staff

development and comprehensive quality management, where top management is coded

TPM1: Employee education on strategic quality planning activities that are effective enhances employee performance and the company's social responsibility, which in turn promotes total quality management.

TPM2: Employees receive training on how to effectively focus on customers, which improves operational performance, customer results, market performance, and financial performance.

TPM3: Employee education promotes cutting-edge strategies that help the firm achieve its objectives quickly and effectively.

TPM4: Employee training enhances the abilities of staff members to enhance the organization's overall quality management.

According to the senior management officials' comments in the commission, it is clear that employee training enhances performance and encourages innovation, two crucial traits for maintaining total quality management. Training is necessary to keep up with rapidly changing technology, which quickly renders some skills obsolete.

The results are in tandem with the findings of Naknoi (2012) which depicted that training provides employees with specific skills or helps to correct deficiencies in their performances, while development is an effort to provide employees with abilities the organization will need in the future.

Hence, employees must be thoroughly trained to attain these merits which include, reduced labor turnover, increased job satisfaction, employee

motivation, efficiency in processes resulting in financial gain, enhance a firm's image, helps in risk management, it leads to improved productivity, leads to reduction of mistakes and accidents and also leads to improved task expertise. Communication is a crucial component of the dynamic organizational process and unquestionably one of the key success elements in the adoption of Total Quality Management (TQM). The employees are in the best position to determine the course of action for improvement, particularly if they are the ones driving the process. When employees are included in quality improvement efforts, it creates a process whereby they are empowered or encouraged by management to address issues and make decisions that are appropriate for their institutional level (Prodanovska & Mitreva, 2012). This is illustrated in the Table 14 below;

Table 14: Respondents' on Communication and Total Quality Management.

Statement	SD	D	N	A	SA
	f	f	f	f	f
	%	%	%	%	%
There is a well-developed internal communication system	1 1.1	21 22.8	30 32.6	33 35.9	7 7.6
There is a well-developed external communication system	1 1.1	22 23.9	28 30.4	32 34.8	9 9.8
There is free flow of communication from the top management to the lower level employees in the commission	7 7.6	19 20.7	22 23.9	37 40.2	7 7.6
There is free flow of communication from employees at lower level to top management in the commission	11 11.9	29 31.5	21 22.8	26 28.2	5 5.4
An efficient customer complaint or grievances procedures always exist in the commission	2 2.2	15 16.3	25 27.2	39 42.4	11 11.9
AVERAGE	Mean (3.04),		SD(0.984)		

Table. 14 shows that on matters internal communication and external communication it was agreed by many employees 33(35.9%) and 32(34.8%) respectively that there was a developed system. This suggested that complete

quality management results from a well-developed communication system. This implied that there is open communication between upper management and lower-level personnel, which supports the application of comprehensive quality management that would guarantee efficiency and effectiveness in service delivery in the commission.

According to the respondents on both external and internal communication where 34.8% and 35.9% respectively related well to a study conducted by Wanderi (2015) which found that strong external and internal communication was essential for the adoption of TQM in Rwandan construction firms.

It is pointed out that there is no much free flow of communication from employees at lower level to top management in the commission as per 31.5% respondents. This can be a hindrance in implementation of implementation of TQM in the commission.

An efficient customer complaint or grievances procedures always exist in the commission according to 42.4% of the respondents which is a strong indicator towards having a harmonized relationship which facilitates good feedback that enhances quality management. This illustrated in table 15 below;

Table 15 shows what customers complaint on while implementing Total Quality Management in the commission.

Table 15: Customer's Complaints

Statement	Questionnaire for Secretariat Staff	
	f	%
Time	7	7.6
Low Morale	21	22.8
Feedback	20	21.7
Lack of skills & knowledge	37	40.3
Lack of enough resources	7	7.6
Total	92	100.0

Table. 15 indicated that most employees 40.3% lamented about their lack of knowledge and abilities, while 22.8%complained on their low morale as well as feedback 21.7%, respectively, this reflected on the need to have an intervention through the leadership in the commission.

Hence, the interventions on the above set of complaints that affect how TQM implementation was affected in the commission are illustrated in the table 16 below;

Table 16: How the commission help to solve complaints.

Statement	Questionnaire for Secretariat staff	
	f	%
Implementation of flexible working hours	27	29.3
Training on total quality management	32	34.8
Prompt attendance to complaints	33	35.9
Total	92	100.0

Table.16 showed that employees appreciated that commission promptly acted on complaints as agreed by 35.9% respondents. This suggested that problems were resolved amicably and also when staff received training on comprehensive quality management 34.8%. This implied that the commission ensured swift implementation of TQM.

According to **H₀₄**: There is no statistical significant relationship between Level of communication and top quality management at Teachers Service Commission Headquarters, Nairobi, Kenya

One Pearson product-moment correlation was performed to examine the association between top quality management (M=3.41, SD=0.84) and level of communication (M=3.04, SD=0.984) in order to test hypothesis. The association matrix between the degree of communication and superior management is displayed in Table 42.

Table 17: Correlation matrix between level of communication and top quality management

Statement		Level of communication	Total quality management
Level of communication	Pearson		
	Correlation	1	.276*
	Sig. (2-tailed)		.001
	N	92	92
Total quality management	Pearson		
	Correlation	.276*	1
	Sig. (2-tailed)	.001	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation matrix shown in Table 17 indicated a high positive connection between the level of communication and total quality management, with $r(91) = .276$ being rejected at the $p < 0.05$ level of significance. The null hypothesis was thus disapproved. As a result, there was a connection between total quality management and communication level. Given that successful communication is always the glue that brings together various functions, groups, and individuals into a cohesive whole, it follows that effective communication is a necessary component for all types of organizations.

According to Okeneye et al., (2014), communication enables leaders to coordinate, communicate, discuss, and make significant decisions that have an

impact on several people inside an organization. Changes that an organization would experience are done through efficient communication such that it should explain the justifications for it, as well as the initial concerns that employees will have on the same. Typically, the management of the organization is the transmitter of information, and the employees are the recipients of that information. Organizational communication is used in this situation as a means of information delivery, along with the sender and the receiver. It will also involve the message and the channel through which it is transformed.

In a study on a well-known five-star hotel in Malaysia, Zulhamri and Antony (2012) also concluded that the practice of internal communication has been the crucial element to achieve a high efficiency in staff's attitude through the sharing of information. They also concluded that, among other things, the lack of sufficient information upward may blind managers to the full problems that the organization is facing.

Top management representatives were questioned about the impact of communication and total quality management, where top management is denoted by the TPM.

TPM1: To ensure that the organizational goals are met and to assure their continued employment in the organization, top level management and lower-level employees will need to successfully interact with one another.

TPM2: Employees share knowledge, form connections, interpret messages, and contribute to the development of the organizational culture through communication.

TPM3: Communication supports the development of organizations by fostering motivation, engagement, identity sharing, and the development of trust and organizational culture.

TPM4: Transforming a vision and mission into clear instructions through exceptional execution, guided by relevant principles and values, and motivated by consumer demand, all rely heavily on the communication abilities of the leaders.

According to the senior management officials' comments, communication is the key to implementing overall quality management and accomplishing the institution's objectives.

The findings are concurrent to a study by Zulhamri and Antony (2012). They concluded that the practice of internal communication is one of the elements to achieve a high efficiency in staff's attitude through the sharing of information. The information given by the organization about the TQM implementation should address the reasons of implementation and clearly explain the procedures. If it is blend with the persuasive skills of leaders to eliminate employees' worries and enhance motivation, the success of the implementation is likely to be improved. The effective practice of communication by the leaders as the sender, and the employees as the receiver of information will enhance the success of TQM implementation. In this case, internal organizational communication as a mean to provide information will not only involve the sender and the receiver, but also the message and the channel in which the message is transformed.

4.4.5 Organizational Culture and Total Quality Management

Therefore, newcomers must be taught organizational culture as the proper method to think, feel, and perceive a connection to those issues. According to Daft and Lane (2018) organizational culture is a pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to solve its problems of external adaptation and internal integration. As a result, managers view organizational culture as a crucial tool for directing the course of their organizations. This claim was supported by Schein et al. (2018), who emphasized that the true significance of leaders within an organization comes from the establishment and management of culture in order to create a culture that is suitable for the workplace and can enhance employee satisfaction and organizational performance.

However, as pointed out by Cameron et al., (2013), organizational culture is also a crucial element in supporting and accepting the process of change as it affects the implementation of new initiatives like total quality management in order to boost effectiveness. This is illustrated in Table 18 below;

Table 18: Respondents' on Practices a Proper Quality Planning Process

Statement	SD f %	D f %	N f %	A f %	SA f %
The commission practices a proper quality planning process	0 0	17 18.5	28 30.4	32 34.8	15 16.3
The commission staff demonstrates high integrity in their service areas.	1 1.1	11 12.0	35 38.0	38 41.3	7 7.6
Employees are involved in decision making	11 12.0	34 37.0	30 32.6	13 14.1	4 4.3
Teamwork is encouraged to increase employee involvement	2 2.2	23 25.0	26 28.3	29 31.5	12 13.0
The commission has a clear idea on the costs in quality	1 1.1	18 19.6	33 35.9	27 29.3	13 14.1
There is cohesion among employees in the commission	2 2.2	26 28.3	26 28.3	24 26.1	14 15.2
The commission encourages and recognize teamwork effort	2 2.2	33 35.9	28 30.4	18 19.6	11 12.0
Teamwork effort recognized	2 2.1	22 23.9	22 23.9	33 35.8	13 4.1
Malpractice discouraged	0 0	8 8.7	14 15.2	45 48.9	25 27.2
The commission is proactive to handle organizational change	2 2.1	32 34.8	28 30.4	21 22.8	9 9.8
The quality culture in the commission encourages innovation	7 7.6	32 34.8	30 32.6	14 15.2	9 9.8
Average	Mean(3.20)		SD(0.967)		

The findings in Table 18 indicated the commission discouraged malpractice as agreed by employees 45(48.9 %). This implied that the commission staff served with the utmost integrity that would be of positive effect in implementation of TQM in the commission. A good number of employees 29(31.5%) felt that they were consulted on decision making. This suggested that the commission consulted its staff before making a judgment and in that aspect it conducive for implementation of TQM in the commission.

According to 28.3% of respondents disagree that there is cohesion among employees in the commission, this would really disturb the performance in the commission. This is supported by Al-Jalahma (2015) through an investigated on how organizational culture affected the application of TQM. According to the study through it regarded cohesion as optimum culture for TQM implementation which helps to minimize staff issues, information challenges, and client-related challenges that is anticipated.

The commission performed dismally in encouraging and recognizing teamwork effort according to 35.9% and 23.9% of respondents respectively. This implied that lack of effective teamwork results to poor quality service delivery and performance. In the findings 34.8% of the respondents indicated that they disagree that the commission is proactive to handle organizational change. Revishankar (2014) argued that leadership is a crucial component for fostering dedication to TQM. He emphasized that in order for firms to be responsive to consumers' demands and expectation, organizational culture change requires senior leadership involvement. The organization will be able to decide which actions are most important for ensuring that it is moving in the right path.

According to **H₀₅**: There is no statistical significant relationship between Organizational culture and top quality management at Teachers Service Commission Headquarters, Nairobi, Kenya

To test hypothesis one Pearson product-moment correlation was done to determine the relationship between Organizational culture (M=3.20, Sd=0.967) and top quality management (M=3.41, SD=0.84)

Table 19 shows the correlation matrix between Organizational culture and top quality management.

Table 19: Correlation matrix between Organizational Culture and Top Quality Management

Statement		Organization Culture	Total Quality Management
Organizational Culture	Pearson	1	.439*
	Correlation		
	Sig. (2-tailed)		.000
	N	92	92
Total quality management	Pearson	.439*	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

The null hypothesis was rejected as shown in Table 19 correlation matrix, which indicated a positive and highly significant relationship between the level of communication and total quality management, where $r(91) = .439, p < 0.05$. It follows that organizational culture and comprehensive quality management are related. Given that successful communication is always the glue that brings together various functions, groups, and individuals into a cohesive whole, it follows that effective communication is a necessary component for all types of organizations.

A good organizational culture is one of the essential conditions for the successful implementation of total quality management for all organizations, according to Gambi et al., (2015) research he suggested that a successful outcome is less likely if Total Quality Management and Organizational Culture are not compatible or harmonized. In other words, implementation of Total Quality Management frequently fails to produce the desired results due to organizational culture incompatibility. Researchers have argued that Total Quality Management approaches and organizational culture are complementary to one another, particularly in the context of organizational performance, according to Ina (2016).

On the influence of organizational culture and total quality management, where top management is coded as TPM, top management representatives were interviewed.

TPM1: When teams are empowered, flexibility and response times to variations and uncertainties in production or service processes are improved.

TPM2: Total Quality Management mandates that businesses continually look for methods to adaptable and inventive ways to improve working processes in order to increase their capacity to produce high-quality goods and services.

TPM3: It is anticipated that organizations with a stronger emphasis on attention to detail will be better prepared to implement total quality management.

TPM4: Total Quality Management may reflect an organization's culture, but organizational culture is more deeply ingrained within an organization, exhibiting a pattern of widely held, enduring beliefs and values that have been cultivated there.

According to the comments from top management authorities, innovation and teamwork should be used to achieve the organization's goals with quality. The results are in concurrence with the findings of Naoum (2011), who stated that a strong organizational culture plays an active role to lead construction employees to a higher level of motivation, where the stronger the culture the better the employees' performance in terms of efficiency and productivity. It has also been noted that the nature of the culture is a major determinant factor for such success, and this, in turn, is related to the successful implementation of a TQM (Mulu, Chepkonga & Kalai, 2018).

4.4.6. Organizational Structure and Top Quality Management

Structure, which tackles how leadership in schools understands how things should be done, how authority and duties are assigned, controlled, and organized, as well as how communication occurs in organizations, includes organizational structure (Rigby et. al., 2016). The idea that policies, practices

and the presence of a power center define an organizational structure is implicit in this sentence. This indicated in table 20 below;

Table 20: Respondent' on Commission Structure

Statement	SD	D	N	A	SA
	f	f	f	f	f
	%	%	%	%	%
The commission is clearly committed to her mission and vision	0	4	6	26	56
	0	4.3	6.5	28.3	60.9
The commission has effective quality mission and policies	1	3	12	45	31
	1.1	3.3	13.0	48.9	33.7
The commission has a formal quality management structure	0	9	12	34	28
	0	9.8	13.0	37.0	30.4
A lot of time is dedicated to customer service	6	25	24	23	14
	6.5	27.2	26.1	25.0	15.2
Quality departments creates production process improvement and quality improvement teams	4	19	22	28	19
	4.3	20.7	23.9	30.4	20.7
Average	Mean(3.39) SD(0.907)				

The findings in Table 20 displayed that most employees 60.9% strongly agreed that the commission is committed to her mission and vision which was a good

indicator of how the commission is firmly devoted to achieving the goals set forth in her purpose and vision. This implied that the commission's mission and policies are successful and of high quality hence supporting the implementation of TQM in the commission.

The commission has effective quality mission and policies as per 48.9% of the respondents. This is connected to strategic quality planning, according to Henry, (2004) said it is a useful management strategy that encourages employee acceptance and support through the implementation and comprehension of the organization's vision, purpose, and values while taking the quality concept into account.

According to 37.0% of the respondents the commission has a formal quality management structure that shows all activities are guided in an organized manner towards achieving quality management. A lot of time is not dedicated to customer service as per 27.2% of the respondents who disagree hence, leading to poor service delivery in the commission.

According to 30.4% of employees, the quality departments created production process and quality improvement teams in the commission to facilitate enhanced quality management. Oppong (2014), agrees in relation to the same that people can develop their own structures or modify existing ones to fit their environments rather than simply reacting to them.

According to **H₀₆**: There is no statistical significant relationship between Organizational Structure and Top Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya

Organizational Structure and Top Quality Management were compared using a Pearson product-moment correlation ($M=3.41$, $SD=0.84$) to evaluate the first hypothesis.

The correlation matrix between organizational structure and high-quality management is displayed in Table 21.

Table 21: Correlation matrix between Organizational Structure and Top Quality Management

		Organizational structure	Total quality management
Organizational Structure	Pearson Correlation	1	.465*
	Sig. (2-tailed)		.004
	N	92	92
Total Quality Management	Pearson Correlation	.465*	1
	Sig. (2-tailed)	.004	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation matrix for organizational structure and total quality management is shown in Table 64. It shows a positive and strong significant coefficient between the two, with $r(91) = .465$, $p < 0.05$, which was rejected at the $p < 0.05$ significance level. As a result, the null hypothesis was disproved. In light of this, organizational structure as well as total quality management is related. This suggests that overall quality management is successfully implemented in a

business when there is managerial commitment, policy implementation, customer satisfaction, and a quality department.

According to Wu et al., (2013) study on the function of organizational structure and how it fostered performance success for all employees, the way an organization was set up may either have positive or negative effects on its workforce. It was discovered that enabling structures helped boost staff trust in the organization's ability to support them while also providing high-quality service. It was discovered by Parr (2009) that evidence of better leadership is as a result of altering the organizational structure in schools in a different study. According to the study, there is a greater understanding of the value of organizational structure in enhancing academic success and a greater interest in using organizational structures and systems to foster the development of coordinated shared leadership.

According to the report, there is a greater understanding of the value of organizational structure in enhancing academic success and a greater interest in employing organizational structures and procedures to foster the development of coordinated shared leadership (Gronn, 2003).

Interviews with top management representatives (Directors) focused on organizational structure and total quality management, where top management is denoted by the TPM code.

TPM1: Rules (Policies) and procedures are an enabler, promote trust, value differences, participate in interactive discourse, and facilitate problem-solving in the commission when they are used to resolve workplace issues.

TPM2: Leaders who communicate in advance revealed that they had a thorough understanding of the organizations' goals, indicating that they would foster and facilitate a positive culture, promote collaboration and shared decision-making, and encourage leadership sustainability, all of which are crucial for the organizational development of staff members in the commission.

TPM3: The commission's seamless coordination of high performance and service delivery was made possible by the effective use of communication methods to inspire, engage, share identities, and create a culture of trust.

TPM4. Employees that are highly motivated and content are open to organizational change and in a position to support it

Top management officials' opinions on organizational structure and policies are crucial factors in attaining the organization's objectives since they encourage and promote cooperation. The results of the study reaffirm comments by Mwikali et al., (2019) that the significance of adopting an organizational structure to enhance employees' quality services which enables delivery of organizational performances. Further the results are in agreement with García-Alcaraz et al., (2021) which established that decentralization is essential in a TQM system, and that the movement of the organizational decision-making processes downward within the organizational structure affect total quality management.

4.5. Extent of Implementation of Total Quality Management in the Commission

To determine the determinants of implementation of overall quality management, multiple regression analysis was used. All six of the determinants

in the study that affect the adoption of overall quality management were used in the data analysis.

The dependent variable was tested using Multiple Linear Regression Analysis to determine the extent of its implementation in the Commission. Data was analysed with all the six variables being the determinants of the implementation of total quality management. The five main assumptions underlying multiple regression models were satisfied: - linearity, homoscedasticity (the variance of error terms is similar across the values of the independent variables), independence of errors, normality, and independence of independent variables. To ensure that the assumptions were not violated, the researcher made further adjustments either to the model by including or excluding predictors (Bryman & Bell, 2015).

Further the researcher adjusted by transforming the response, the predictors and weighting the measurements. Hence, the study variable means and standard deviations is indicated in the table 22 below;

Table. 22: Study Variable Means and Standard Deviations

Statement	Mean (M)	Standard Deviation (SD)
Top management commitment	3.69	0.970
Adequacy of resources	3.42	1.020
Employee training	3.44	0.996
Level of communication	3.04	0.984
Organizational culture	3.20	0.967
Organizational structure	3.39	0.907
Total Quality Management	3.41	0.84

According to Table 22, organizational culture (M=3.20, SD=0.967), level of communication (M=3.04, SD=0.984), and top management commitment (M=3.69, SD=0.970) had the highest means, respectively. This suggested that top management commitment outweighed the other factors in importance.

A multiple linear regression analysis was conducted to determine the extent of factors influencing the adoption of comprehensive quality management at the Kenyan headquarters of the Teachers Service Commission. Six independent variables (predictors) and one dependent variable (outcome variable) were used in this analysis. Total quality management implementation is the dependent variable, and top management commitment, resource adequacy, employee training, level of communication, organizational culture, and organizational structure are the independent variables.

Table 23 shows the model summary on determinants of implementation of total quality management

Table 23: Model Summary on the Determinants of the Implementation of Total Quality Management

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.291	.69673

Management of total quality is a dependent variable.

Predictors include (constant), top management commitment, employee training, adequate resources, organizational structure, organizational culture, and degree of communication

Table 23 displayed the model summary, which revealed a correlation between the factors that affected the adoption of overall quality management (R= 0.581). The total quality management's variation was 29.1% reduced by the variables' linear combination effects. This suggested that the six factors of total quality management were highly predictable.

The Anova table on the factors affecting the adoption of overall quality management is shown in Table 24 below;

Table 24: ANOVA table on the determinants that of the implementation of total quality management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.042	6	3.507	7.224	0.000 ^b
	Residual	41.262	85	.485		
	Total	62.304	91			

Management of total quality is a dependent variable.

Predictors include (constant), top management commitment, employee training, adequate resources, organizational structure, organizational culture, and degree of communication

Table 24 displayed the model summary, which revealed a correlation between the factors that affected the adoption of overall quality management (R= 0.581). The total quality management's variation was 29.1% reduced by the variables'

linear combination effects. This suggested that the six factors of total quality management were highly predictable

Table 24 showed that F-Test results ($F=0.000^b$ $P=0.001<0.005$) which established that employee training, adequate resources, organization structure, organization culture, top management commitment, level of communication statistically and significantly affect implementation of TQM in the commission which means the regression model is a good fit of the data. Thus, employee training, adequate resources, organization structure, organization culture, top management commitment, level of communication significantly influence implementation of TQM at the Commission.

Table 25 shows regression analysis on determinants of implementation of total quality management.

Table. 25: Regression analysis on the Determinants of Implementation of Total Quality Management

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.490	.479		.919	.360
Top Management commitment	.061	.092	.048	.667	.506
Adequate resources	.583	.098	.605	5.934	.000
Level of communication	.033	.080	.036	.418	.677
Organization culture	.137	.086	.134	1.593	.114
Organization structure	.063	.093	.064	.679	.498
Employee training	.152	.083	.144	1.822	.071

Dependent Variable: Total Quality Management

Adequacy of resources ($t=5.934$, $p.005$) had the biggest influence on the criterion variable for Top Management Commitment, according to Table 68, while Level of Communication ($t=.418$, $p.05$) had the lowest. These two predictors were among the six that showed significant associations. This suggests that the standardized t value presented in Table 68 predicts that a change in one unit (going up) of a predictor, top quality management, would increase. For instance, TQM increases by 5.934 units if Adequacy of Resources, which had the most influence, increases by one unit.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The findings of the full study on the factors that influence the adoption of TQM at the Kenyan Teachers Service Commission Headquarters are summarized in this chapter. The key conclusions, recommendations, and ideas for additional research are highlighted in this.

5.2 Summary of the Study

Six goals served as the framework for the study on the factors affecting the implementation of total quality management at the Commission: to gauge the level of top management commitment to TQM, to assess the resources needed, to look at employee training in TQM implementation, to gauge the level of communication, to gauge the extent of organizational culture in TQM implementation, and to gauge the extent of organizational The proper aims, theoretical underpinnings, and conceptual framework were the main topics of the literature review.

Crossbys' and Jurans' theories served as the foundation for the theoretical framework, which explored motivation in relation to high-calibre performance that placed emphasis on aspects that could facilitate task performance through interaction between the behavior of the leader and situational or contingency variables, which subordinate traits and the environment to accomplish quality management.

The study employed a descriptive survey research methodology because it gave the author the opportunity to gather precise data for qualitative data analysis by

computing key scores, frequencies, and percentages that were then displayed in tables. At the Commission Headquarters, the target population consisted of 292 people, including 12 members of high management, 55 middle-level supervisors, 160 clerical officers, and 53 junior personnel. Based on $n=0.3N$, a total sample of 92 respondents is used, of which 4 are top management, 18 are middle level supervisors, 53 are administrative support personnel, and 17 are lower-level employees (Source: Human Resource Management for TSC secretariat staff-Headquarters).

Three directorates out of seven were chosen using purposeful sampling since they each have a mix of large, medium, and small numbers of personnel. Using questionnaires as instruments to gather information from both supervisory staff and lower cadre personnel, systematic random and stratified sampling was employed to sample the categories of staff in sections per each directorate. A set of interview questions was utilized to gather information from senior management. Data was cleaned, coded, and entered into a computer using the Statistical Package for Social Sciences for analysis (SPSS). While descriptive statistics like frequencies, percentages, averages, and standard deviation were used to analyse the quantitative data, Pearson product moment correlation and multiple linear regression were used to analyse the inferential statistics.

5.3 Hypotheses Findings, Test Results and Interpretations

The researcher used Pearson product moment technique to test the null hypothesis on the objectives of the study where the findings were as follows;

To determine the extent to which top management commitment of implementation of TQM. It was found that $r=.358$, $p\text{-value}<0.05$. Hence, there

was no statistically significant relationship between top management commitment and implementation of top-quality management in the commission.

To examine the adequacy of resources and implementation of TQM, It was found that $r=.239$, $p\text{-value}<0.05$. Hence there was no statistically significant relationship between employee training and TQM in the commission.

To examine the level of employee training and implementation of TQM, it was found that $r=.495$, $p\text{-value}<0.05$. Hence, there was no statistically significant relationship between employee training and TQM in the commission.

To find out the level of communication and implementation of TQM, it was found that $r=.299$, $p\text{-value}<0.05$. Hence, there was no statistically significant relationship between level of communication and TQM in the commission. The analysis results from testing the null hypothesis showed that secretariat workers participated in decision-making on TQM implementation are summarized above and are interpreted below;

It was concluded that there was a statistical association between top management commitment as well as top quality management because the null hypothesis **H₀₁** was rejected. Since the second null hypothesis **H₀₂** was not accepted, it was concluded that there was a statistical connection between adequate resource allocation and superior management. It was implied that having sufficient resources was essential for assuring top-notch management.

The third null hypothesis **H₀₃** was rejected, suggesting that there was a statistical connection between top-notch management and staff training. This

implied that superior management is accomplished when employee training is conducted more frequently.

Due to the rejection of the fourth null hypothesis **H₀₄** it was concluded that there was a statistically significant correlation between high levels of communication and excellent management. This meant that top-quality management is achieved in an organization when communication is successful.

It was concluded that there was a statistical association between organizational culture and the adoption of top-notch management because the fifth null hypothesis **H₀₅** was rejected. It was concluded that there was a statistical association between organizational structure and high calibre management because the sixth null hypothesis **H₀₆** was rejected. This implied that the institution's structure and how it is put into practice affect the implementation of top-quality management.

Finally, the researcher wanted to establish which among the independent variables impacted most the dependent variable and carried a multilinear regression. The results were as follows: Adequacy of resources ($t=5.934$, $p.005$) had the biggest influence on the criterion variable for top management Commitment while level of communication ($t=.418$, $p.05$) had the lowest. These two predictors were among the six that showed significant associations. The standardized t value predicted that a change in one unit (going up) of a predictor, top quality management, would increase. For instance, TQM increased by 5.934 units if adequacy of resources, which had the most influence, increases by one unit. The researcher concluded that the top management commitment was the highest predictor of TQM practices in the commission.

5.4 Conclusion

The study's conclusion was informed by the research's findings, which were based on each of its objectives and other, closely related studies, where each aim was examined, and a conclusion was offered based on pertinent theories and practices. The study's goal was to look into the factors that affected how total quality management was implemented in the commission. Based on the findings, the study came to the conclusion that top-quality management professional courses were crucial to the top management's commitment to attending seminars because they improve leadership.

The commission must implement efficient monitoring and evaluation systems for employee performance in order to improve overall quality control. Therefore, there was a connection between the dedication of top management and the use of top-quality management.

The study also looked at how the commission adopted modern information, communication, and technology for service delivery because it is quicker and thus creates a work environment that is safe and beneficial to both the staff and clients. When enough resources are adequately provided, the organization's goals are accomplished, according to the study.

The study came to the conclusion that the application of TQM and adequate resource availability were related. The study also looked at employee training and came to the conclusion that it is very important for the implementation of total quality management for employees to attend professional development courses in the organization and sometimes even elsewhere on their area of specialization to improve total quality management. Consequently, it was

determined that there was a connection between staff training and the adoption of top-notch management.

The study also came to the conclusion that there was a relationship between level of communication and thus the implementation of total quality management because there was a well-developed internal and external communication system from the top management to the lower level, ensuring that customer complaints were easily addressed and supporting its implementation.

The study's conclusion on organizational culture was that teamwork is encouraged in an environment where employees are encouraged to participate in decision-making, making it possible for them to feel like an integral part of the business. Additionally, when both internal and external improvements are made and the company has a clear understanding of the costs associated with quality, innovation is welcomed, which enhances overall quality management. According to the study's findings, there is a statistical connection between organizational culture and the adoption of top-notch management.

Finally, the study found that the organization's structure was strategic in the implementation of total quality management and came to the conclusion that policies with quality management structures needed to be in place in order for the organization's mission, vision, and goals to be more effectively achieved. As a result, it was determined that there is a statistical connection between organizational structure and the adoption of top-notch management.

5.5 Recommendations

The recommendations made from the study are given in the following sections;

5.5.1 Recommendations for Study

The following parts provide the recommendations drawn from the study;

- i. The Commission should endeavour to ensure that the top management is led by experienced, qualified and committed personnel for quality performance.
- ii. The quality assurance service should ensure they act as key monitor especially in supervision and encourage job satisfying practices through collaborative decision making and effective feedback mechanism.
- iii. The commission need to embrace continuous empowerment and capacity building amongst the employees through quality performance appraisals and need assessments.

5.5.2 Recommendations for Policies

Based on the findings the study made the following recommendations.

- i. Professional development courses should be institutionalized in every organization to enable more staff perform their assignments towards improved and adaptation of Total Quality Management.
- ii. Internal and external communication should be done effectively to ensure coordination in the organization by the top management

5.5.3 Recommendations for Management Practice

- i. The total quality management depends on the quality of the secretariat staff because through the findings it revealed that there are limited number of highly qualified officers hence it is important that staff need to enhance their qualification by enrolling on trainings and undertaking short courses
- ii. The commission in partnership with strategic stakeholders foster cooperation in terms of involving staff in decision making on issues pertaining to educational and management matters in order to ensure quality performances.
- iii. The commission needs to strengthen policies on capacity building, performance management, human / capital resource allocation and communication strategies towards effective implementation of total quality management.
- iv. The commission to utilize recognized institutions like Kenya School of Government (KSG) to offer customized courses to the employees according to the training needs or gaps towards identifying the best ways to implement total quality management.
- v. The commission need to develop collaborative ways on ensuring employees and customers are satisfied with their service delivery in order to give room for advocacy of better ways in terms of total quality management.

5.5.4 Recommendation for Theory

The commission should promote theories that have an impact on both the staff and the clients in order to provide quality performance, satisfying service delivery, and a work environment that is conducive. This should be done in collaboration with other relevant education practitioners and stakeholders.

5.6 Suggestion for Further Research

Based on the study on the factors that affected the commission's adoption of total quality management, the following potential research fields are listed.

- i. The information communication and technology and its effectiveness to the development of total quality management
- ii. The human resource management and how it can be effectively conducted to achieve proper mechanism of attain total quality management.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Kiprop Wesley
Maasai Mara University School of Education
P. O. Box 861-20500
Narok.

The Commission Secretary
Teachers Service Commission Headquarters
P.O. Box Private Bag
Nairobi.

Dear Sir/Madam

Ref: COLLECTION OF DATA

I am doctorate student at Maasai Mara University, Pursuing a Doctor of Philosophy in Education (Educational Administration). I would like to conduct the above research at the TSC headquarters on **“The Determinants of implementation of Total Quality Management at Teachers Service Commission Headquarters, Kenya”**.

I hereby request you to grant me permission to acquire information and data for this research. I look forward for your consideration.

Thank you.

Yours faithfully

Kiprop Wesley

APPENDIX II: QUESTIONNAIRES FOR THE SECRETARIAT STAFF

The questionnaire is for the research thesis on Determinants of Implementation of Total Quality Management at Teachers Service Commission Headquarters, Kenya.

Kindly respond to all questions by putting a tick and filling the blank spaces appropriately.

Please do not write your name. The responses given will be treated with utmost confidentiality.

Part A: Bio Data Information (*Please tick where appropriate*)

1. Your gender Male Female

2. Your highest academic qualification Certificate Diploma Bachelors Degree Masters Doctorate

3. Are you registered in any professional body Yes No

4. What is the name of the professional body?.....

5. How long (in years) have you worked in the commission? Less than 5 ,
6 – 10 , 11-15 , 16 – 20 , 21 above

6. Which directorate do you work in?
.....

7. Which section do you work in that directorate?
.....

8. What is your designation?

.....

9. What is your current Job group?

.....

10. When you were last promoted to your current job group (in years)?

Less than 3 [], 5 – 10 [], 11-15 [], 16 – 20 [], 21 above []

11. What is the number of the staff in your section?

Male [] Female []

12. Has the commission employed an employee with special need (PWD)?

Yes [] No []

13. What is the highest level of assignment do a PWD employee has been assigned in the commission?

.....

Rate the following information on a Likert scale; where ;(1-strongly disagree, 2-disagree, 3-neutral 4- agree, 5-strongly agree)

Part B: Pertinent Information. *(Please Tick where appropriate)*

S.No	The TQM practices in the commission	5	4	3	2	1
Top Management Commitment						
1	Top management often attend professional courses or seminars on quality management					
2	The top management provides good leadership on total quality management practices and implementation					
3	The commission demonstrates understanding on their clients' needs through it operations procedures					
4	The ideas and suggestions of the secretariat staff on total quality management are welcomed by top management					
5	Top management recognizes teamwork involving open communications					
6	Top management often meets to review the progress of the commission goal on regular basis					
7	The performance appraisals are done regularly					
8	The commission conducts effective monitoring and evaluation on the employee performance					

9	The commission recognizes individual hardwork and effort in performance					
Adequacy of Resources						
10	The commission embraces the use of modern information and communication technology platforms and mechanism for service delivery					
11	The work environment is safe and conducive to all staff and clients					
12	The commission allocates critical resources required in implementing her mandate					
Employee Training						
13	The secretariat staff are trained on total quality management practices					
14	Regular professional seminars or technical courses training for the staff is undertaken to promote knowledge on quality management					
15	The commission facilitates the training on TQM					
Level of Communication						
16	There is a well-developed internal communication system					

17	There is a well-developed external communication system					
18	There is free flow of communication from the top management to the lower level employees in the commission					
19	There is free flow of communication from employees at lower level to top management in the commission					
20	An efficient customer complaint or grievances procedures always exist in the commission					
Organizational Culture						
21	The commission practices a proper quality planning process					
22	The commission staff demonstrates high integrity in their service areas.					
23	Employees are involved in decision making					
24	Teamwork is encouraged to increase employee involvement					
25	The commission has a clear idea on the costs in quality					
27	The commission encourages and recognize teamwork effort					

28	The commission is proactive to handle organizational change					
29	The quality culture in the commission encourages innovation					
Organization Structure						
30	The commission is clearly committed to her mission and vision					
31	The commission has effective quality mission and policies					
32	The commission has a formal quality management structure					
33	The organization recognizes customer loyalty					
34	Quality department maintain communication with top management					
35	A lot of time is dedicated to customer service					
36	Quality departments creates production process improvement and quality improvement teams					
Top Quality Management						
37	Professionalism is achieved					
38	Service delivery is efficient					

39	Commission Targets are achieved					
40	Customer satisfaction is achieved					

41. Have you ever been trained on any quality management practices?

Yes [] No []

42. If yes, where were you trained?

Current organization [] Elsewhere []

43. If yes, indicate at least three (3) areas you covered in relation to implementation of Total Quality Management _____

44. What challenges do you experience while executing your duties in relation to Implementation of Total Quality Management? _____

45. What do your clients complain mostly while implementing Total Quality Management in the commission? _____

46. How do you help to solve such complaints? _____

47. What tools/approaches used while handling complaints and redress mechanism in the commission? _____

THANK YOU

**APPENDIX III: INTERVIEW QUESTIONS FOR THE TOP
MANAGEMENT**

1. Please briefly describe your functional responsibility _____
2. What is your view on TQM implementation at TSC? What effort is done in the commission to attain TQM practice? _____
3. Do managers receive any specific training on quality management?

4. To what extent does top management commitment of Top quality management? _____
5. How does Adequacy of resources of total quality management in the commission? _____
6. How does an employee training affect total quality management in the commission? _____
7. How does the level of communication affect the total quality management of the commission? _____
8. To what extent does organizational structure of total quality management in the commission? _____
9. How does organizational culture of total quality management of the commission? _____
10. What is your role in the implementation of TQM in achieving quality service delivery at the commission? _____

11. What is your recommendation in ensuring a success in implementing TQM at the commission? _____

12. Kindly make any additional comment on the implementation of TQM in the commission _____

THANK YOU






APPENDIX IV: BUDGET

Item	Cost in KSh	Remarks
Stationary	50 000	
Typing	50 000	
Binding	30 000	
Photocopying	70 000	
Travelling	70 000	
Overhead expenses	35 000	
Total	305 000	

APPENDIX V: WORK PLAN

ACTIVITY	NOV 2019 – DEC 2020	JAN – April 2021	MAY – DEC. 2021	JAN – AUG 2022	NOV-DEC 2022
Title search					
Proposal writing					
Proposal Defense					
Data collection					
Data analysis					
Data presentation					
Report submission					
Graduation					

APPENDIX VI: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 111803	Date of Issue: 04/February/2021
RESEARCH LICENSE	
	
<p>This is to Certify that Mr.. WESLEY N/A KIPROP of Maasai Mara University, has been licensed to conduct research in Nairobi on the topic: THE DETERMINANTS OF IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT AT THE TEACHERS SERVICE COMMISSION HEADQUARTERS ,NAIROBI ,KENYA. for the period ending : 04/February/2022.</p>	
License No: NACOSTI/P/21/8859	
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**APPENDIX VII: TEACHERS SERVICE COMMISSION, HEAD
QUARTERS NAIROBI MAP.**



Source: Google Map Nairobi, 2022