



TOTAL QUALITY MANAGEMENT STRATEGIES AND ORGANIZATIONAL PERFORMANCE IN KENYA: A CASE OF BLUE TRIANGLE CEMENT LTD.

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Abstract

The performance of the Organization depends on how the total quality management strategies are employed by top management on how to improve the quality of the products and its services. Organizations are coming up with ways to improve and expand and also build on their performance. In Kenya, how Blue Triangle Cement has employed total quality management strategies to enhance and improve their performance is wanting. The general objective of this study was to find out the Total Quality Management strategies and Organizational Performance in Kenya. The specific objectives of this study was to: examine the effect of Leadership commitment on performance of Blue triangle in Kenya; to establish the extent to which customer focus affects TQM strategy and performance of Blue Triangle in Kenya; to assess the effect of employee empowerment and performance of Blue Triangle cement. Data was analysed using descriptive and inferential statistics. Descriptive statistics was used to summarize data while inferential statistics, specifically Multiple Linear Regression, was used to test the hypothesis. The analysis used Statistical Package for Social Sciences (SPSS) version 22.0 to help in data analysis. Leadership commitment was found to have a significant effect of performance of Blue Triangle Cement. The study recommended that the management should be committed to quality by providing strategic direction with respect to quality management strategies, which should be aligned to the firms' objectives. Finally, the study recommended that similar research be done in other sectors like manufacturing industries.

Key words: Total Quality Management Strategies, Leadership, Customer Focus, Employee empowerment, Organizational Performance, Blue Triangle Cement Ltd.

Background of the Study

Many organizations view the use of TQM as a method that promotes and sustains the performance of the organization. Quality management makes performance an effective method for change in the organization and the improvement of quality within the organization (Marcoux & St-Onge 2004). The Performance of the organization is fundamental to the achievement of the organization change programs and TQM in particular (Chang 2006).

The change in many organizations has been pushed into force by managers since all central business activities, for example, the role of administration, basic leadership, vital plans, should have been lined up with quality and be consistently enhanced as association conditions and heading change. The thought of value has advanced into the idea of execution magnificence that adjusts all organizations' exercises and adds to general adequacy and hierarchical supportability (Evans & Lindsay 2008).

Total Quality Management (TQM) fuses essential management systems, assets, and its usage remains as a test and support to top administration. Recent investigations have guaranteed that the effective usage of TQM systems could create enhanced items and administrations, and decreased costs, more fulfilled clients and workers, and enhanced financial performance (Hendricks & Singhal, 2001).

Total quality management strategy has been widely investigated by different researchers more than enough, the strategy has been described; similarities among strategy can be perceived. Distinctive procedures have been embraced under each of these standards for cases associations rely upon their clients and hence ought to comprehend present and future client needs, client prerequisites and endeavour to surpass client desires ought to be met (Biazzo & Bernardi, 2008).

Total quality management is and has turned into a technique that is acknowledged to guarantee execution and survival in the propelled present day economies as indicated by Katller and Armstrong (2004). As indicated by Deming (1995), he had contended prior that the accomplishment of value administration endeavours relied on the viable combination of different administration subsystems.

Quality is a fundamental component of achievement in any association. It has turned out to be troublesome for assembling organizations to deal with improving the nature of their capacities, item and administrations and how

associations are overseen. Quality alludes to magnificence in merchandise and ventures, particularly to the degree they comply with necessities and fulfil clients (Islam. A. & Haque, A. F. M.2012).

The manufacturing business segment is the biggest part in the management business that serves the necessities of various classifications of individuals. At present, TQM has turned into the new technique to strengthen upper hands and hierarchical execution; it is the centre of the accomplishment of the organization(Ooi *et al.*, 2011).Getecha (2013) set up that assembling organizations practice add up to quality administration methodology in somehow however have extremely poor usage levels. Getecha (2013) contends that aggregate quality administration methodology tried had no importance impact on hierarchical execution. By and by, Total Quality Management system may assume an enormous part yet poor execution levels and reception rate in the operations in the assembling area clarifies the irrelevant impact. The present investigation looks to build up how add up to quality management strategies and execution of assembling organizations in Kenya.

Cantrell (2011) watches that organizations top administration can utilize administration approach in light of some of, or all the eight of the quality administration standards cherished in ISOs total quality management that give rules and decides that administer activity in associations, to consistently enhance execution while tending to the necessities of the client and different partners. These essential standards are top administration duty; nonstop change and development of items and administrations; shared useful provider connections, representative strengthening, process approach, true basic leadership approach, frameworks way to deal with administration and client centre (Su *et al.*, 2008).

Okwiri, (2012) states the basic standards are felt in an organization by activities that happen in organization framework, these are alluded to as system. Partners needs require the incorporated use of the costs, data based technique, and framework based methodology, client based procedure and providers based system. Organizations regularly embrace structures and models in view of the major standards and system keeping in mind the end goal to concentrate on procedure arranging and arrangement in the entire association. Cases of structures that organizations may embrace are quality administration framework (QMS, for example, venture asset arranging (ERP), ISO principles affirmations, self-appraisal models and business greatness models (Kakooza *et al.*, 2015).

An organization can actualize any of these structures and models to accomplish more prominent adequacy of authoritative frameworks prompting more prominent profitability and partner fulfilment. Total to quality management methodology can give a structure through which organizations can accomplish the interests of their partners, convey merchandise and ventures that fulfil customer necessity and accentuate in general process administration as opposed to conformance to systems. The normal result is enhanced performance (Okwiri, 2014).

Brief History of Blue Triangle Cement

Blue triangle cement Ltd is a leader mark for East Africa Portland Cement, which is very much valued in Kenya as an image of unwavering quality. Since 1933 Blue Triangle has been the main Cement producer in Kenya. The organization is classified in the manufacturing industry. Blue Triangle Cement has been actualizing quality administration practices to enhance its item quality and procedures to upgrade execution.

Blue Triangle cement is manufactured under strictly safe environmentally friendly conditions to regional standards. Growth, extension and sustained productivity are the guiding standards of the business model since; customers rely on the commitment to deliver quality and value. Over the years, the blue triangle has employed TQM strategies, but this study showed new and existing strategies that enhance their performance positively within the organization and also show what is emerging in the long run.

Statement of the Problem

Generally, manufacturing companies are characterized by widespread misuse of funds, due to lack of proper internal management. Hence, some of the public corporations have either been privatized, commercialized or adopted total quality management strategy to make them more efficient and profitable (Ochieng & Ahmed, 2014). Also, many organizations have implemented quality management strategy with the intention of improving organizational performance and satisfying their customers (Talib *et al.*, 2013). Wickramasinghe (2012) argues that many research studies have concentrated on the effect of implementing total quality management strategy on performance and benefits of the quality management strategy to organizations.

Basir, Davies, and Rudder (2011) assert that results of many of the studies conducted have been contradictory with regard to organizational benefits and organizational performance. This agrees with the findings of Costa and Lorente (2007). Numerous worldwide, regional and local studies contemplates have underscored the part of TQM practices in improving consumer satisfaction in a firm(Crosby, 2000; Oakland, 2003; Denning, 2006; and Feigenbaum, 2006).These studies have, however, concentrated on the impact of TQM strategies on the performance of profit making organizations but not on manufacturing companies. Past studies have also focused on financial institutions but little has been done on manufacturing industries.

In consideration of the preceding discussion, it is clear that previous studies have not provided adequate evidence on the relationship between total quality management strategies and organizational performance. In addition, effects of Leadership, customer focus, and employee empowerment on the performance of manufacturing firms in the Kenyan have not been adequately researched on. Therefore, this study sought out at filling the

highlighted knowledge gaps by examining the relationship between total quality management strategies and organizational performance a case study of Blue Triangle Cement in Kenya.

Objectives of the Study

The general objective of the study was to establish the effect of TQM strategies and organizational performance of Blue triangle Kenya. The Specific objective of the study was to examine the effect of Leadership commitment on organizational performance of Blue triangle in Kenya.

Literature Review

Theoretical Review

This study was guided by Deming Theory (1986) and Joseph-Juran theory

Deming Theory

Deming's theory is an administration theory, which depends on the rule that each firm involves an arrangement of interrelated procedures made up of individuals. The accomplishment of the workers is reliant on the ability of the administration to channel the adjust of every part inside the whole framework (Deming, 1986). According to Deming; the excursion from the predominant administration style to quality requires the comprehension of frameworks inside the organization. A framework is made out of interrelated segments.

Quality is the streamlining of the execution of the segments in respect to the objective or point of the framework. Singular parts of the framework will strengthen, not contend with each of alternate segments of the framework to finish the point of the framework. Here and now considering, quarterly and yearly execution assessments, and primary concern thinking power consideration regarding convenient solution arrangements. Regardless of the possibility that long-run designs exist, winning here and now thinking occupies from long haul conduct toward genuine arrangements (Deming, 1986). Organizations are comprised of the office which forms systems.

Throughout the years Deming dense his rationality into 14 focuses which progressed toward becoming activity things for top administration to embrace. As indicated by Dale (2003), Deming kept up that his 14 points can be connected anyplace, to little organizations and substantial ones, to benefit industry and also to manufacturing. He likewise focused on that it is an arrangement of work that decides how function is performed and it is just chiefs that can make the framework.

Deming administration strategy is about the formation of a hierarchical framework that realizes participation and learning for encouraging the usage of process administration hones, which, thus, prompts constant change of procedures, items, benefits and to worker satisfaction, both of which are basic to consumer loyalty, and at last, to the authoritative survival. This research planned to discover how total quality management practices and organization in Blue triangle. Along these lines to know the connection between employees' procedures and the organization systems the study should be educated by Deming's theory, in this manner, this theory is significant to this study.

Joseph-Juran theory

Joseph-Juran is in charge of the "Quality Trilogy." (Scudder, 2013) The quality set of three is quality arranging, quality change, and quality control (Goetsch & Davis, 2010). In the event that a quality change venture is to be fruitful, at that point all quality change activities must be precisely arranged out and controlled (Scudder, 2013).

Juran (1951), built up the 10 quality change steps which are condensed as: Build attention to the need and open door for development, Set objectives for development, Organize to achieve the objectives (set up a quality gathering, recognize issues, select ventures, name groups, assign facilitators), Provide preparing, Carry out activities to tackle issues; Report advance, Give acknowledgment, Communicate comes about, Keep score, Maintain energy by influencing yearly change to some portion of the standard frameworks and procedures of the organization which were meant to enhance quality in the organization (Mokamba, Gakure, & Keraro, 2013).

Literature Review

Qureshi and Sharif (2012) analysed the relationship between quality management practices and performance, i.e. quality, business, and hierarchical execution. The quantitative information was acquired through a study of 171 quality supervisors of Pakistan's manufacturing industry. This investigation underpins the hypothesis that quality management strategies positively affect the performance.

Neves and Eisenberger (2012) in their investigation utilized a cross-lagged panel design board configuration to look at the worldly connection between organizational correspondences and saw authoritative help and its results for execution. The investigation discoveries recommended that administration correspondence was emphatically connected with a worldly change in saw organizational support. Likewise, the examination found that apparent authoritative help completely intercedes the connection between administration correspondence and both in-part and additional part performance.

Mageto (2010) in his investigation discovered that money related resource management, firm performance and non-conformance are major contributors to organizational performance. The study adopted a descriptive study design and self-directed surveys. Information was dissected utilizing recurrence circulation, rate and mean. Pearson Correlation Coefficient was utilized to show the criticalness of the association between quality management practices and execution.

Stringham (2010) concentrated on the quality development in the United States amid the previous two decades with regards to public management. The paper reviewed the effect of the Pennsylvania Department of Transportation's twenty-year involvement with its quality change program on general organizational performance and efficiency. The research closed with a discussion of the difficulties of managing a quality program through the regular changeover of senior political nominee authority and the natural pressure between process change quality methodologies and cost investment funds/cost avoidance approaches that surface amid times of government financial crisis.

Results and Findings

Target Population

Target population is the particular populace about which data is wanted. A population is a very much characterized or set of individuals, administrations, components, and occasions, gathering of things or family units that are being examined. The target population comprised of the accompanying populace: Top level management, middle level management, and lower level Management from Blue Triangle Cement. The objective is as per the following

Table 3.2 Population Size

Population category management	Target	Sample Size
Top level management	50	15
Middle-level management	150	45
Lower level management	960	288
Total	1160	348

Source: (Research 2017)

Regression Analysis

This examination utilized Regression Model on the grounds that the needy variable is nonstop, as prescribed by Muthen and Muthen (2007). Adejimi, Oyediran, and Ogunsanmi (2010) observed that a correlation coefficient of extent 0.3– 0.5 demonstrates a medium linear reliance between two factors while 0.5 to 1.0 demonstrates a solid linear dependence. The study used a regression r model to gauge the connection amongst independent dependent variables. The findings from the analysis were sorted out, condensed and exhibited utilizing tables. Multiple regression models was utilized to interface the independent variables to the dependent variable as outlined;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu \dots\dots\dots (1)$$

Where;

Y = Organizational Performance

X₁ = Leadership

X₂ = Customer Focus

X₃ = Employee empowerment

B₀ = the constant term

μ = is the error term which captures the unexplained variations in the model.

β₁ - β₃ = Coefficient of independent variable

X₁ - X₃ = Composite index of independent variable

In this research, the level of significance was 5% which implied that every statistical test were done and looked at against the 5% level of significance.

Test of Hypotheses

This segment displayed the study findings in light of the goals. The validity and reliability quality of the discoveries are built up by the area's dialogs of pre-estimation diagnostics, trailed by elucidation of results, in light of the destinations and tests of hypothesis. The hypotheses were tested at .005 level of significance as a statistic basis for drawing conclusions.

Regression of Total quality management and organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate.
	.891 ^a	.781	.774	.1763

(Source: Survey data, 2017)

The table shows that the balanced R², is the percent of the difference in the ward clarified particularly or together by the autonomous factors. The model had R square coefficient of assurance of 0.781 and which suggested

that 78.1% of the minor departure from Total quality management practices are clarified by the performance of the organization, while the rest are clarified by factors not fitted in the model.

ANOVA of TQM practice and organization performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.936	3	3.312	348.45	.001 ^b
	Residual	2.842	299	.0951		
	Total	12.778	302			

Source: Survey (2017)

The ANOVA comes about, Table 4.7.1, demonstrate factually huge connection between quality administration practices and firm execution. The F-test comes about $(2,999) = 348.45$, was sure and critical at $p = 0.001 < 0.05$. Hence, the invalid speculation was dismissed and reasoned that there was huge connection between top quality management practices and organizational performance.

Leadership Commitment has no relation between TQM strategies and organization performance of Blue triangle Cement

Leadership Commitment has no effect on performance.

MODEL	R	R Square	Adjusted R Square	Std. Error of The Estimate.
	.612	.375	.358	.18984

Source: Survey data (2017)

The outcomes in Table 4.8 show that balanced R^2 was .358. This implied Leadership duty clarified 35.8% of the varieties in organization's performance, leaving 64.2% of the varieties to be clarified by different variables not fitted in the model. An evaluation of the model identifying with Leadership Commitment and organization performance was finished. The model had a $R^2 = 0.358$, which implied the model gave a weak fit.

ANOVA on Leadership commitment

Model	Sum of Squares	df	Mean of squares	F	Sig.
Regression	.563	1	.0563	15.121	.001
Residue	4.642	301			
Total	5.205	302			

Predictor: (constant) Leadership Commitment
Dependent Variable: organization Performance

Source: Survey data (2017)

Table 4.8.1 shows demonstrates that the model had F-value $(1, 302) = 15.121$ and the p-esteem = 0.001. This implied the model was certain and statistically significant at .005 level of significance in clarifying the connection between top administration responsibility and organizational performance.

Coefficient of Leadership commitment

Model	Under standardized Coefficients		Standardized coefficients	t	Significance P(value)
	B	Std. error			
Constant	2.863	.512		.5684	.000
Leadership Commitment	.376	.114	.338	3.528	.0001

Predictors: (Constant) Leadership Commitment
Dependent Variable: Organizational Performance

(Source: Survey data, (2017))

Table 4.8.2 results shows that on evaluation of the model leadership commitment and Organizational Performance, the following relationship was derived:

$$\text{Organizational Performance} = 2.863 + .338\text{LC}$$

The standardized beta coefficient in the equation above demonstrates that Leadership commitment had beta esteem (β_0) of 0.338. This implied a unit increment in leadership commitment would bring about a 33.8% expansion in organization's performance.

The Regression Model uncovered that Leadership Commitment was statistically significant at ($\beta=0.338$; $t=3.528$; $p=0.001$); therefore, at .005 level of significance, Leadership Commitment had a positive and huge impact on organization's Performance. Along these lines, the study rejects the null hypothesis at .005 level of significance, coming about to the reality, that, there is a positive huge connection between Leadership commitment and performance of manufacturing firms in Kenya

Conclusions

Organization Performance is a key concentration of the organization's management. This study, researched the connection between total quality management strategies and organization performance. In light of discoveries of this investigation, it is agreed to infer that total quality management Strategies added to organizational performance at Blue Triangle Cement Kenya. In light of the study findings, the researcher concocted some vital visualization. The study findings established that Leadership commitment was measurably critical. Leadership commitment is indispensable, in deciding how the organization's resources are distributed in order to realize performance. It is the part of the of the Leaders to characterize the vision, mission and goals that promote quality culture and build up a set of shared values, leading to improved performance.

The findings affirmed the conceptual model and suggested number of managerial actions. Initially, Leadership Commitment, as a factor of Total quality management practices was observed to be sure and critical in contributing towards performance. Subsequently, Managers of manufacturing firms need to accentuate and contribute on employee empowerment in order to receive the long haul rewards of having a quality management practices set up to improve organizational performance.

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