

**EFFECT OF TOTAL QUALITY MANAGEMENT PRACTICES ON OPERATIONAL
PERFORMANCE OF FOOD MANUFACTURING FIRMS IN NAIROBI COUNTY,
KENYA**

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**A thesis submitted to the Graduate School in partial Fulfillment for the Requirements
of the Award of the Master of Business Administration Degree of Egerton University**

EGERTON UNIVERSITY

MAY, 2018

DECLARATION AND RECOMMENDATION

Declaration

I declare that this research project is my original work and has never been submitted in this or any other institution.

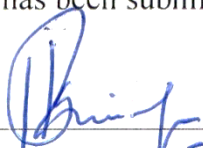
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DEDICATION

To my mother Nelius Wangui Wagara, my guardian Prof. Isabel Wagara and my wife Teresia Njeri for their support and encouragement all through the study.

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My heartfelt gratitude goes to the supreme God for protecting and helping me throughout the study period. I wish to express my gratitude to Egerton University for giving me the opportunity and resources to pursue this noble course. I am delighted to offer my appreciation to my supervisors who guided me during the research process and the various people who made it possible for the accomplishment of this study. I express appreciation to my supervisor Madam Irene Riungu for her assistance, guidance, patience, advice and continuous support. I am greatly indebted to her, God bless you a lot. I would also like to thank Dr. Richard B. Nyaoga for his guidance and assistance, may the almighty God bless you abundantly. I am grateful to other lecturers who contributed to the successful completion of the course and thus inputting me with the required knowledge in the field of study. I express my gratitude to my friends who supported me throughout the study.

ABSTRACT

Total Quality Management (TQM) has availed to operations management key practices for measuring corporate performance in today's rapidly evolving environment. As a result food industries are adopting TQM practices to manage their operations for competitive advantage as well as improved operational performance. Previous studies have shown the importance of organizational performance, very few empirical examinations have been done on effect of TM on Operational performance. The overall objective of this work was to examine the outcome of the implementation of TQM practices on operational performance of Food and Beverages manufacturing industries in Nairobi. Both Explanatory and Cross sectional study designs were adopted to study the connection between TQM practices implementation and operational performance. The target population comprised large food manufacturing firms in Nairobi which are subdivided into 7 subsectors. A Survey of all the 87 firms was used in the study. Primary data was collected using a questionnaire. The respondents were managers involved in the operations management of the organization. To summarize the data, descriptive statistics such as Mean and Standard deviation were used. Cross tabulation was used to bring out the actual response by the various firms. The data was analyzed with the help of Statistical Package for Social Sciences (SPSS 20.0). To examine the relationship between TQM implementation and Operational performance, Pearson's product-moment correlation analysis was used. To examine the effect of TQM implementation on operational performance; multiple regression analysis was used. The results revealed a significant positive relationship between TQM implementation and operational performance. The first, second and fourth null hypothesis were rejected, we fail to reject the third and the fifth null hypothesis. The findings also revealed that among all TQM practices, Top management commitment had the strongest relationship with operational performance. The results also showed that the joint effect of TQM practices operational performance was significant. The researcher recommends replication of the study in different sectors and countries to enhance understanding of the relationship between TQM implementation and operational performance. The study is significant as it will provide the management of Food and beverage firms with information on how to implement total quality management on operational performance.

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ACRONYMS AND ABBREVIATIONS

| | |
|-------------|---|
| KAM | Kenya Association of Manufacturers |
| KBV | Knowledge Based View |
| RBV | Resource Based View |
| ROA | Return on Assets |
| SPSS | Statistical Package for Social Sciences |
| TQM | Total Quality Management |
| NBK | National Bank of Kenya |
| KM | Knowledge Management |
| ICT | Information Communications Technology |
| MNCs | Multinational Corporations |
| OP | Operational Performance |
| SME | Small and Medium Enterprises |

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 Total Quality Management (TQM)

The principle of Total Quality Management (TQM) target of cutting edge operations management methodologies is to advance execution in manufacturing industries. Giving a higher quality administration with lower expense as a system for making and supporting aggressive position have turned into a vital methodology for some business associations over the world. Thus, quality has turned into a key instrument for measuring corporate performance in today's evolving environment. Selection of Total Quality Management has ended up far-reaching among organizations amid the most recent decades as it has been perceived as a noteworthy wellspring of competitive advantage and overall benefit. It assumes a fundamental part in the improvement of administration operations (Rawashdeh, 2014).

Amid the most recent three decades, Total Quality Management (TQM) has been accepting far-flung acknowledgment by the various parts of the economy, for example, producing and administration government social insurance, banking and training. This TQM wonder is wide coming to give that maybe few would differ that no other administration issue since Frederick Taylor's Scientific Management toward the start of the century has made such a significant effect as what the TQM development has accomplished has even put TQM as achieving a second modern insurgency (Hassan, Mukhtar, Qureshi, & Sharif, 2012).

The fascinating usage of TQM practices will form purchaser loyalty with the organization's offerings. Quality improves purchaser loyalty through completion; this thusly can produce repeat production and hence guide to the appeal of new clients through affirmative verbal. The informal communication will help in cost diminishment. The alteration in quality will convey about expanded piece of the overall industry and benefit. Total Quality administration is an administration rationality which advocates the delegation of command to the cutting edge personnel. It guarantees the cooperation of everybody in the decision making process through exercises, for instance, quality cycles and co-operation (Kathaara, 2014).

The carrying out of TQM guarantees that each expert in the organization does his job with quality the first run through, as a result enhancing the effectiveness of operation and staying away from some outflow connected with waste. This thus will recommend more regard to

customers as far as price and management of quality, accordingly making them satisfied. Usage of TQM further guarantees that organizations alters how they carry out exercises in order to wipe out wastefulness, heighten consumer loyalty in addition to achieve the best practice. TQM help in augmenting the nature of items additionally decreases and sets up a sound generation process. Ceaseless change which is a component of TQM is said to diminish the item process duration accordingly enhancing execution. Various other TQM practices, for instance, preparing, data structure organization, organizations with supplier and so on optimistically affect operational execution. The proficient administration conduct of these practices will enhance success and doubtlessly manipulate the benefit of the firm (Kathaara, 2014).

Application of TQM can lessen the aggregate expense of generation through single sourcing. The expense for this situation is lessened by constraining the quantity of suppliers utilized by the organization and furnishing them with important preparing and innovation. The effective working of an function will then rely on upon how fit the suppliers get together with the desires of the organization. This is the reason the TQM standard underlines the totality of value in all features which incorporates the suppliers. The total quality methodology makes a coordinated technique for focusing so as to examine operation the procedures of creation on consumer loyalty. Consequently, it requires that quality incorporated with every one of the procedures to be effective in the general operation (Kathaara, 2014).

1.1.2 Operational Performance(OP)

According to Truong (2014) Operational performance is defined as the capability of a corporation in dropping managing costs, bid succession time – meet bids, getting better unprocessed material well-organized use and delivery capacity. Operational execution can be defined as the practice of enumerating the competence and usefulness of things. Effectiveness denotes the degree to which client needs are met, whereas competence is a assess to how cost-effectively to firms' assets are applied when providing client satisfaction. Fruitful implementation of TQM will construct customer loyalty with the organization offerings, ensures that organization's change how they perform practices to wipe out inefficiency, improve purchaserfulfilment and achieve the best practice (Kathaara, 2014). TQM help in improving the way of things are done besides diminishing the scrap, repeat process and the prerequisite for bolster stock by setting up an enduring work process. TQM enhance agents 'gettingready, information structure organization, relationship with customers' Authoritative execution can be measured in two critical estimations: operational execution and general legitimate execution. By

operational performance of an organization can be depicted similarly as inside operations of the relationship, for instance, made progress versatility, improved movement execution, cost and waste decline and productivity change (Irfan, Kee, & Awan, 2012).

Operational performance is connected with errorlimits of the organization's error plant to make and pass on things to customers while operational execution relates to organization's capacities to extra adequately make and pass on things and organizations that satisfy their customers (Kabergey & Richu, 2015). Operational performance insinuates the quantifiable parts of the after-effects of an organization's methodology, for instance, immovable quality, era process term, and stock turns. Operational performance along these lines impacts business execution measures, for instance, profitability index and customer satisfaction (Blackmon, 1997).

1.1.3 Food and Beverages companies in Kenya

Food and beverages manufacturing is the largest sector comprising of 147 members, who constitute 23.43% of total KAM membership, the sub- sectors in this constitutes; Alcoholic beverages& spirits, Bakers& millers, Cocoa, Chocolate and Sugar confectionery, Dairy products, Juices/water/ Carbonated soft drinks, Slaughtering, preparation and preservation of meat, Tobacco and Vegetable oils. Alcoholic Beverages & Spirits is involved in distilling, rectifying and blending of alcoholic liquors such as whiskey, brandy, malt, beers among many others. While Bakers and Millers are involved in milling grains, producing products such as flour, seal and stock dry feeds, preparation of breakfast foods among many others. In addition cocoa, chocolate and sugar confectionary is involved in manufacture of cocoa and chocolate powder from beans and all types of sugar confectionery. We also have dairy products industries which are involved in the manufacture of creamery, processed butter, powdered and fresh milk among many others (Kenya Association of Manufacturers, 2014).

In addition there are Juices/ Waters/Carbonated Soft drink industries which are involved in the manufacture of non-alcoholic beverages such as soft drinks and mineral water among others. Another sub category is Slaughtering, preparation and preservation of meat which does processing and packaging of meat, sausages and edible animal products. Another sub sector is Tobacco industry which manufactures tobacco products such as cigarettes, cigars, snuffs among others. Lastly in the sector we have Vegetable Oils industry which is involved in the production of vegetable oils, the refining and hydrogenation of oils, fats and margarine among many others (Kenya Association of Manufacturers, 2014).

1.2 Problem Statement

Firms today face various changes in the environment posed by globalization. These changes can present an opportunity or a threat to firms. In order to be competitive in the dynamic environment and enhance success, firms must adopt effective strategies to react to the changes in the surroundings. Manufacturing organizations endeavour to accomplish more elevated amounts of operational performance. Operational performance has been a topic of discussion in the last two decades, however many of those studies have been done out in the developed countries. The implementation of TQM by organizations has been held back due to non compliance with the practices of TQM implementation. Whilst some organizations, run TQM-like a program that they suppose to function and perform the magic by itself, others have used indifferent approach to it, by using some bits and pieces of the philosophy. This has count for the breakdown of the most association in meeting their likely target from implementing these principles.

Thus this study sought to fill up this gap by establishing the association between total quality management practices and operational performance of food and beverage manufacturing companies. Literature review proposes that a lot of explorations work has been done on TQM and relationship of TQM and organizational performance, yet just a small figure of studies have been done on the impact of TQM usage in the manufacturing industry. Therefore this study sought to fill this gap on the effect of TQM practices implementation on operational performance of food and beverage firms in Nairobi.

1.3 Objectives of the Study

The overall objective of this study was to examine the effect of the implementation of TQM practices on operational performance of Food and Beverages manufacturing industries in Nairobi.

The specific objectives were to:

- i. Determine the effect of Top Management Commitment of TQM on operational performance of Food and Beverages Manufacturing Companies in Kenya.
- ii. Determine the effect of customer Focus of TQM on operational performance of Food and Beverages Manufacturing Companies in Kenya.
- iii. Determine the effect of supplier quality management of TQM on operational performance of Food and Beverages Manufacturing Companies in Kenya.

- iv. Determine the effect of Continuous Improvement and innovation of TQM on operational performance of Food and Beverages Manufacturing Companies.
- v. Establish the effect of Employee's Involvement of TQM on operational performance of Food and Beverages Manufacturing Companies in Kenya.
- vi. Determine the combined effect of Total Quality management on operational performance of Food and Beverage Companies in Kenya.

1.4 Research Hypotheses

- H₀₁:** Top management commitment of TQM does not have effect on Operational Performance of Food & Beverages Manufacturing Companies in Kenya.
- H₀₂:** Customer focus of TQM does not have effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya
- H₀₃:** Supplier quality management of TQM does not have effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya.
- H₀₄:** Continuous improvement and innovation of TQM does not have effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya.
- H₀₅:** Employees involvement of TQM does not have effect on Operational performance of Food and Beverages Manufacturing Companies in Kenya.
- H₀₆:** Total Quality management does not have effect on operational performance of Food and Beverage Companies in Kenya.

1.5 Significance of the Study

This study has important implications for organizations to capitalize in the time and assets to implement TQM programs. Second the importance of mounting an environment or philosophy of support to enhance further the performance results of TQM implementation. This study will also benefit those would be investors in these companies because they would see how their varied interests are taken care of; the main interest of stakeholders has been continued survival of the business and its profitability. This study will, therefore, show the importance of using TQM practices in organisation and how this practice affects operational performance.

The study will serve as a guide for Food & Beverages manufacturing companies to cultivate policies that will advance its overall service delivery, principally in areas where gaps linking expectations as well as perceptions are so varied to heighten customer satisfaction. The study will aid as a guideline for further exploration in service quality in the manufacturing industry or

related field. Under improved services, manufacturing companies and other service companies alike can benchmark the policies and strategies of manufacturing companies in Kenya for their quality improvement programs leading to total improvement in the manufacturing sector and perhaps translate to other segments of the economy.

1.6 Scope of the study

This research exploration covers the effects of the implementation of Total Quality Management practices on operation performance of Kenyan Food & Beverages Manufacturing Companies in Nairobi Kenya. According to KAM there are 87 Food & Beverages manufacturing companies in Nairobi County, a survey of the companies in Nairobi were targeted for the study. The study was done for the period between June and September 2016 and therefore its findings are limited for that specific period (Kenya Association of Manufacturers, 2014).

1.7 Limitations of the study

Owing to the qualitative and vibrant nature of TQM, the study was restricted to qualitative data that will apply to the time of the study. The findings are, therefore, highly reliant on upon the feelings of the respondents at the time of completing this study. In the empirical study, centre of attention relies on Total Quality Management and its outcome on operational performance.

There were challenges acquiring certain types of information from respondents as they might be deemed sensitive and may have limited cooperation. However, this limitation was minimized by promising confidentiality and including a clause promising so in the questionnaire. Other aspects measured being connected with the usage of Total Quality Management, Are subsequently not engaged into account; Network interconnectivity to enhance elaborate research, Organization operational huddle.

1.8 Definition of terms

| | |
|-----------------------------------|--|
| Competitive Advantage | This word is used to refer to superiority gained by a firm over its competitors that arises from matching its core competencies to the opportunity in the surroundings. |
| Customer Focus | This term is used to refer to the direction of an association toward helping its clientele wants to get better the association linking an organization and its customers. |
| Customer Satisfaction | This term is used to refer to a measure of how companies meet or surpass customers or customer expectations. |
| Employee Involvement | This term is used to refer to the regular involvement of personnel in determining how their job is completed, making recommendations for perfection, goal setting, preparation and monitoring of their performance. |
| Employee Satisfaction | This term is used to refer to whether employees (institution staff) are contented and satisfied and gratifying their desires and needs. |
| Knowledge -based theory | this theory is used in this study in reference to firms as bundles of knowledge resources. It considers these stocks of knowledge and information as the underlying sources of competitive advantage as they are valuable as they are difficult to imitate and are socially complex in nature. |
| Knowledge Management | This term is used to refer to where a firm consciously collects, classifies and segments knowledge in terms of assets, documents and people skills. |
| Large Firms | The criteria for determining a large firm in this research is by the number of employees and as an enterprise employing above 100 employees. |
| Organizational Performance | This term is used to refer to the actual yield or marks of an organization as evaluated against its proposed outputs. It encompasses four specific areas of firm outcomes; |

customer satisfaction, employee satisfaction, quality guidance and firms performance.

Operational Performance

This term is defined as the way of enumerating the competence and success of an action. Effectiveness denotes the level to which customers' needs are met, while competence is extent to how cost-effectively to firms' assets are utilized to satisfy customers.

Top Management Commitment

This term is used to refer to the amount, to which top administration set up value management goals and strategy, arrange for and allocate essential assets, contribute to value improvement efforts, and evaluates value management execution and performance

Total Quality Management

This term is used to refer to an administration viewpoint, a practice, of continuous upgrading approach to doing business through a new management ideal. An organization viewpoint under which an organization operates, which seek to get better quality and increase customer contentment.

Resource Based View

This term is used to refer to a theory based on the premise that development and appropriate usage of all resources determine its competitive advantage.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This chapter consists of the literature review that is an evaluative account of information available in the literature connected to my area of study. It summarizes the findings of other researchers who have studied the field. Both the theoretical and the empirical reviews of the existing literature will be covered in this chapter. The theoretical review being a proposed manner of thinking about the information that is potentially related to my area of study will assist in understanding the current body of knowledge on the research topic. The empirical review on the other hand that is a means of obtaining knowledge through direct and indirect observation or experience will help in understanding the findings and observations of other related studies. The conceptual framework will later be developed using the information from the two reviews.

2.2 Theoretical framework

2.2.1 Resource Based View Theory

This study has been guided by two theories; the Knowledge Based Theory and Resource Based Theory. The resource based theory does consider with the aim of firms competitive advantage come up from the application of intangible and tangible resources in the disposal of the firms (Penrose, 1959). Although the proponents of the resource based view recognize the importance of knowledge to firms it does recognize and treat knowledge as a generic resource which deserves recognition other than special characteristic.

Resource Based View (RBV) is a system that is used to achieve high ground against competitors by firms in their specific business activities the theory at first rose in the 1980s and 1990s, following the critical works that was conveyed via Wernerfelt, B. ("The Resource-Based View of the Firm"), ("The Core Competence of The Corporation"), Barney, J. ("Firm resources and bolstered high ground") and others. Genuine supporters of this point of view battle that organizations should look inside the organization to find the wellsprings of a high ground instead of looking at the engaged environment for it. Resource based point of view (RBV) develops its premises from the work of Penrose which was done in (1959) that envisioned that the firm as a definitive organization assets have the possibility to give the firm a maintained upper hand. Past writing on the RBV has every now and again centred on assets as a steady idea that can be distinguished at a point in time and will persevere after some time. RBV concentrated on key

setting, introducing assets and abilities as key to picking up a managed upper hand and predominant performance. RBV focuses to impalpable assets as the primary drivers of the supportability of performance contrasts crosswise over firms. Indeed, such resources that are rare, specific and hard to exchange, mimic, or proper are seen as elusive. An assortment of definitions have been offered when allude to these assets, including both tangibles and intangibles, and money related and non-fiscal. Along these lines, the contention built up in this study is spotlight on the dealing with organizations' assets as determinants for operational performance. The progressions of the company's asset were distinguished through the operational performance pointers (Yew & Ahmad, 2014). An amassing of profitable resources, both physical, material resources, and moreover human resource, which can outfit the firm with a collection of organizations. The same resources can be put to use in different structures and ways (Jurevicius, 2015).

Resource Based View (RBV) is applicable in my area of study because, RBV is discovered fitting, displaying interior assets as a vital component to picking up a supported competitive advantage and predominant performance that is the operational perfection. The centre abilities clarify the companies "competitive achievement taking into account their skills. The Resource Based View (RBV) highlighted the firm as an interesting accumulation of assets yet underlines that not all This theory is applicable in my study because Operations approach refers to the valuable use of inputs and the theory of RBV towards the operations management can add cost to operation control explore in at the least two approaches. First, the operations method considers operations as a tactical procedure regarding the cut-throat positioning of operations' assets and talents. Therefore, RBV, especially useful resource orchestration, complement operation performance with a focal point on acquiring and bundling the strategic sources to create talents which can be leveraged to acquire a competitive gain. Secondly, operations strategy calls for a synergistic manner of integrating and aligning business and operations. Further, RBV and particularly useful resource orchestration, highlight the synchronization of the methods worried in obtaining, bundling, and leveraging. The attainment and bundle of operations assets are leveraged with an operations method and by this means make contributions to a competitive benefit.

2.2.2 Knowledge Based View Theory

The knowledge based theory of the organization makes consideration to knowledge being the most strategically significant resource disposable to firms. This is because people's capabilities

are usually complex to imitate and socially complex, therefore heterogeneous knowledge is a major determinant of sustainable competitive advantage and elevated corporate performance.

This hypothesis can be based from Penrose (1959) work that was the beginning stage for Resource Based View, which conceptualized that the firm is an element which is invested with a wide arrangement of assets which are rendered into asset based administrations that prompt a vital point of interest. Moreover, Wernerfelt (1984) based upon Penrose's work by presenting asset specificity and setting, where he recommended that vital activity requires a particular arrangement of physical, monetary, human or hierarchical assets, and, therefore, a company's upper hand is controlled by its capacity to get and shield its assets. While Wernerfelt did consider information as an asset required to get and change different assets (Kaplan et.al, 2001).

The Resource Based View (RBV) demonstrates that, organizations which groups' important, uncommon, and matchless assets have the capability of increasing upper hand. A practical upper hand as far as low costs, better administration, quicker conveyance, imaginativeness can be portrayed as the improvement of the learning based perspective hypothesis. In the KBV, the necessary purpose of the organization is the use of existing learning to the generation of products and administrations. Learning and aptitudes give a firm upper hand against contenders, while it is throughout this preparation of information and abilities that a firm can press forward new items and form, or augment existing ones all the more capably as well as viable a one of a kind item advertise mix, by utilizing assets and taking particular vital choices concerning the business. One of a kind assets or mixes of assets now and again additionally alluded to as unmistakable capacities or centre abilities which are sorted as un-systematized institutional information in organized individuals; which are inserted in procedures versus sunken expenses and irreversible interests in notoriety (Sijtsema & Postma, 2004).

Fundamental contrasts from examinations of the Resource-based perspective of the firm and the Knowledge based perspective of the firm are that the Resource-based perspective considers learning to be a non-exclusive asset which can give an upper hand if, together with different assets are legitimately overseen and communicated in aptitudes and used deliberately. Then again Knowledge-based scholars consider information to be the largely vital asset of the firm. The Proponents of the learning based perspective contend that Knowledge based assets are difficult to mimic since they are socially perplexing, stationary as well as heterogeneous and along these lines are significant determinants of supported upper hand. Upper hands are

subsequently shared, or aggregate, and implicit learning, which represent the causal equivocality of information as a Resource-based scholars consent to these determinants for maintained upper hand, however, include that assets likewise should be uncommon, significant and non-substitutable. Later ideas of the information based perspective of the firm propose that authoritative learning assumes a key part in the manageability of upper hands (Fenwick, 2011).

The theory of KBV is applicable in this study because in an economy knowledge management is vital detail of hard work and entrepreneurship. Information management deals with the capability of expertise acquisition, knowledge conversion, and alertness of expertise, which is rooted in the organization's operations and comes from the configuration of the organizational structure and lifestyle elaborated, information and facts are various things, but there are linkages between them. Knowledge is composed of a mixture of values, related information, and professional views that offer a framework for assessing and incorporating new stories and records, understanding management is quite simple, combining phrases of management and information in addition to time management, corporation control, family management and the management of other elements.

2.3. Total Quality Management (TQM)

There is denial of agreement on the significance of quality. consideration of quality has been portrayed in unmistakable courses by various researchers. The gurus of the Total value Management disciples, for instance, Juran, Crosby, Deming, Ishikawa and Feigenbaum described the thought of value and Total quality management in unmistakable ways. Garvin in like manner perceived eight credits to evaluate quality Juran described quality like "wellbeing for use". Juran focused on an arrangement of three of value organizing, quality control, and quality change. Crosby portrayed quality as "conformance to essentials or determinations". As demonstrated by Crosby, requirements are considering purchaser needs. Crosby recognized 14 stages for a zero disfigurement quality change plan to achieve performance change (Munizu, 2013).

As demonstrated by Deming, quality is an likely level of consistency and reliability at insignificant exertion and suitable to the business segment. Deming in like manner recognized 14 guidelines of quality organization to improve throughput and operational performance of an organization. Ishikawa additionally underscored the importance of Total quality control to upgrade organization performance. He added to this extent by using circumstances and deciding

results chart (Ishikawa framework) to examine quality issues. Feigenbaum depicted the thought of organization total quality control. He was the in any case customer of Total quality control thought in the quality written work. He portrayed quality as "the total composite thing and organization properties of advancing, building, gathering and backing through which the thing and organization being utilized will meet the yearnings of the customer" (Munizu, 2013).

TQM is a belief system which is focussed on the accomplishment of client's need. TQM oblige organizations to build up a customercentred operational techniques and in the meantime conferring the assets that position clients and meeting their desire beneficially. This suggests a methodology of changing the corporate society of an organization to be client driven. TQM requires viable change in authoritative society which is upgraded by the profound addition/duty of organization to the association's technique of nonstopadjust, open correspondence in addition to collaboration all through the association; expansive representative interest, backing and pledge during the time spent quality administration. Forerunners in a TQM context see the firm as a structure which shouldstrengthen worker improvement, shape up a multipoint association among the personnel, administrators, and customers and use data proficiently and adequately. In addition, pioneers support worker interest in choice making and enable the workers to be innovative (Kathaara, 2014).

TQM requires compelling learning administration in order to guarantee that workers get convenient dependable, steady, exact, and important information in addition toinformation as they have to transmit out their employ adequately and effectively in the firm. TQM is worried with the ceaseless change in all the procedure of outline and operation, from the levels of arranging and choice making to the execution of work by the bleeding edge staff. The emphasis on ceaseless change prompts the progress of imposing group whose membership is controlled by their work on the point by point information of the process, and their capacity to make change move. TQM likewise infers diminishing and reorganization the seller base to supportsupervisiondealer connections, creating key organizations jointly with suppliers, functioning with vendors to undertaking that client needs are met (Kathaara, 2014).

2.4 Operational Performance

Operational Performances like benefit and piece of the overall industry, customer fulfilment, individuals' fulfilment, business execution, and effect on society and setting as a consequence of a quality administration project might also be resolved. All out Quality Management isn't a static

trait; it's ceaselessly alterable focus as a consequence of it speaks to a charmed customer, since the client's desires rise, consequently ought to the item's quality. This practice winds up in the rule of persistent change and every month new routes that of change ought to be considered and upheld. Also, this nonstop change should be coordinated not at yields however at the inputs and procedures that the supervisor wills specifically administration. The supervisor should centre rather, in accordance with TQM on enhancing structure procedures and inputs in order to improve quality, on the grounds that expanded quality can bring about customer loyalty (Kathaara, 2014).

Operational performance is connected with generation capacities of the organization's creation plant to create and convey items to clients. Operational execution identifies with association's abilities to all the more productively create and convey items and administrations that fulfil their clients. Calls attention to that enhanced operations prompts increment in the quantify of products conveyed on time, diminish in supply levels, diminish in scrap rate, increment in item quality, increment in product offering, enhanced limit use. Operational performance is connected with the accompanying advantages; diminished work cost, expanded profitability, expanded understanding of partner execution, expanded office throughput, amplifying limit and enhanced administration levels, lessened client administration grievances, decreased specialized quality protests and arranged support, talks about four markers of operational performance (Kaberger & Richu, 2015).

Operational performance reflects the execution of inner operations of an association as far as quality enhancements, compliance change, conveyance change, profitability change, cost and waste lessening. Then again, feasible execution is one of the contemporary business issues, organizations must discover approaches to encourage and ecological success while making monetary thriving. The organizational economic performance markers process in present study are environment execution and social execution, while the cash associated measures, for example, deals development, profit development, return on value, and return on Assets (ROA). It is along these lines the talked about performance markers (quality, time, adaptability, expense and manageability) were utilized to gauge firm performance in undertaking operational improvement. More precise operational performance was improved by quality, flexibility, speed, and cost, social and ecological in present study. In addition, supervision individuals, innovation, authority, methodology, organization, society and employees' inclusion to change are vital variables influence the operational greatness (Yew & Ahmad, 2014).

The principal marker is operations change which takes a gander at the best practice of the organizational operation and the degree to which they accomplish productivity and viability in such operations. The second marker is profitability following which takes a gander at departmental and organization wide following to permit compelling management of operations and give opportune criticism on performance. The third marker is the built guidelines created through time and movement studies to gauge singular benchmarks. Designed guidelines must be objective and must give exact and reasonable objectives. The last marker is motivation program that takes a gander at how performance is remunerated. Readily available are four keys to operational performance. The primary key is operations change went for improving and institutionalizing appropriation and assembling. Operations methodology must be comprehended by the partners and all partners enabled to perform the different capacities. It is imperative to follow departmental and office wide profitability and expenses. Exact efficiency is connected with advantages, for example, adjusted staffing and best distribution of assets (Kabergey & Richu, 2015).

2.5 Total Quality Management Practices

2.5 1. Top Management Commitment on TQM Implementation

Top Management assumes a basic part in any key business choice. Therefore, the accomplishment of any basic choice made in an organization is very subject to top administration backing and responsibility. Quality issue has happened to extraordinary implication to each organization and no administration can just stand to let environment follow through to its logical end with regards to quality. The top administration must assume a central piece by building reachable the basic assets, build up an institute extensive quality strategy so as to around convey to all partners, set up a value management organization and dealing with the entire process in the course of close checking and appraisal. This must be bolstered by an organization society and atmosphere of open participation and cooperation among partners in quality administration (Oruma, 2014).

TQM use in any organization calls for top organization commitment as it is within vital to and the driver of TQM application and results can't be come to without it. It is in addition basic for the top organization to understand TQM applications finish and ensure that workers' responsibilities are cleared up. TQM requires the improvement from 'organization by control' to 'organization by commitment. The last consolidates participative organization and individuals'

leading to focus on and perceive out and out quality destinations and commitment to different levelled structures that are made to ensure rigid quality (Al-Nasser, Yusoff, & Islam, 2013).

2.5.2. Customer Focus on TQM Implementation

With reference to International Organization for Standardization ISO 9000-14000 accentuated shows that all jointly for the relationship to be client focused, they should centre on their clientele by awareness the provisions of their present and potential client, and ought to address client issues and endeavour to surpass client longings. Focusing on the client is among the critical destinations of quality. Clients are the generally essential section and are a basic key during the business that purposeful in this study by giving them diverse organizations to provide and cover up a foremost degree of clients (Mohammed, Alharthi, Alhabashi, & Hasan, 2014).

The imperativeness of tending to and surpassing clientele needs and yearnings can transform into the reason of a strong high ground that could provoke extended profitability index and pushed efficiency rates. Shopper dependability and customer duty to the organization's things and organizations are practically identical however not unclear thoughts, as "contentment" shows a point while "dedication" induces a behaviour. Together these requisites are necessary for finishing upgraded suitability, bearing in mind that the imperative pre-condition for making devoted clients is the contentment of their wants. In this way, unwavering quality is, all around, recognized to be a vital part of an organization's future accomplishment (Economou & Chatzikonstantinou, 2009).

Finally, successful firms tend to gauge purchaser loyalty's, survey it against contenders' imperative results and after that, impel all the inside systems as required. Nowadays, genuinely exceptional organizations propel closer relationship with clientele in a way that engages dependability to be guarded through shopper relationship organization structures. shopper relationship organization focus on building client commitment, ensuring purchaser support, overseeing the complaint and figuring reasonable philosophies for improving buyer unwaveringness. Starting at this moment, the information got from clientele is of basic importance for the attempt, since it offers them some help with acknowledging how satisfied its customers are while they can in like manner get imperative information about their opponents' material things and organizations Customer focus (Economou & Chatzikonstantinou, 2009).

2.5.3 Supplier Quality Management on TQM Implementation

The supplier quality is a basic segment of quality organization in the relationship since materials and acquired parts are an important wellspring of worth issues. Supplier relationship focuses and relies on somewhat number of suppliers; incorporate suppliers in thing progression; survey suppliers in light of worth; give planning and concentrated help to suppliers. Scientists proposed that organizations picked their suppliers on the reason of quality, rather than just on expense. Supplier quality organization enhances the coordinated effort amidst suppliers and organization by allowing suppliers' incorporation and collaboration in the design process and in the creation method, and suppliers' organization helps the acquirements of materials gather the organization's essentials and be viably utilized. Suppliers' organization used to energize endeavours, for instance, bringing in the wake of planning with suppliers to ensure to meet the customers' yearnings, administering supplier relationship, incorporating suppliers requirements in the process, making key associations with suppliers, and enhancing the methodology (Al-abedallat, 2013).

2.5.4. Continuous Improvement & Innovation on TQM Implementation

There must be nonstop change in all policies, systems and exercises set everywhere in top administration for the organization. Recognition that TQM is a "process" not a structure necessitates that we are conferred in the long haul to the endless quest for approaches to carry out the employment better. There will dependably be occasion to get better, however little (Sharma, Gupta, and Singh, 2014). The creative limit of organization is a measurement less shocked in authoritative analytic models in spite of the fact that there are various studies that have been centred around recognizing effect of the inventive Capacity on operation (Gavrea, Ilies, & Stegorean, 2011).

Constant change and advancement, which is the most imperative piece of administrations, means scanning for ceaseless upgrades and creating procedures to discover innovative or enhanced strategies during the time, spent altering over inputs into valuable yields. It helps in lessening the procedure variability along these lines ceaselessly enhancing the yield execution, affirmed that in TQM, the most ideal approach to enhance organizational performance is to constantly enhance the execution exercises (Talib, Rahman, & Qureshi, 2010).

According to Deming (1986) shows in one of his 14 focuses used for organization that, one ought to enhance always and forever improve the arrangement of creation and administration, to progress quality and profitability and along these lines continually diminish costs. Deming

likewise underscored the utilization of the change cycle, additionally known as the Shewhart cycle and the Deming cycle, the change cycle is made out of four phases: plan, do, study and act (PDSA). Any movement can be improved in the event that you steadily plan the change, understand the present practice, plan and accomplish the arrangements, break down the outcomes and their causes and perform the cycle once more (Adza, 2012).

2.5.5 Employee Involvement on TQM Implementation

Job preparing is an essential component that helps workers' endeavours towards change. To him, quality prepareincorporatetraining and preparing of representatives at all points in the organization with an expectation of expanding their comprehension on quality issues and plans and giving them data about the organization's quality mission, vision and universal desiredheading, worker preparing is a standout amongst the most essential prerequisites in a fruitful TQM performance. Administration faculty, directors and different employees require abilities and information on quality measurements and administration and also their parts in TQM usage. Attributable to the techniquewith the purpose of market quality needs are exceptionally alterable, association must guarantee ceaseless worker improvement and preparing on quality administration, employee preparing that is centred around quality administration decides how successful an organization's quality administration activities will be (Oruma, 2014).

2.6 Empirical Literature Review

According to Kathaara (2014) inspected that total quality organization practices and operational performance of business banks in Kenya. Assessments of all the 43 business banks were taken in this study. The study used data which was assembled through a composed survey to assemble the destinations of the study via five-point Likert scale. The review questions focused on total quality administration practices utilization and operational execution of the Kenya business banks. The questionnaire was both open ended and close ended. The results revealed that quality organization practices were earnestly related to an operational execution of business banks in Kenya. This is dependable with the theory of this study which predicts a positive connection between TQM programs and budgetary execution of banking firms in Kenya.

According to Irfan, Kee and Awan (2012) in their work on Improving Operational performance of Public Hospital in Pakistan used a study with fourteen Quality organization structures practices to gauge the impact of value organization systems sharpens on operational performance of hospitals in Pakistan. A sum of 239 studies was fused in the study and the results show that picked Quality organization structures practices has a tremendous constructive outcome on quality organization systems execution besides on operational execution to the extent extended flexibility, improved nature of organizations, diminishment in organization time and effective diagnostics (Irfan, Ijaz, Kee, & Awan, 2012).

Mwaniki and Bichanga (2014) study was on the Effects of Total Quality Management on bank performance in the dealing with a record division: a logical examination of the national bank of Kenya. This study was confined to setting up how the backbones of TQM, to be particular supplier relationship, customer relationship, process and top organization commitment relate to the bank's performance. The four pillars of TQM molded the autonomous variables of the study while budgetary execution was the dependent variable. The disclosures of the study exhibited a affirmative relationship amid top organization consideration, strategy, and supplier relationship and monetary execution.

In their study Hassan, Mukhtar, Qureshi and Sharif (2012) reviewed the connection between quality organization practices and presentation, i.e. value, business, as well as legitimate execution. The quantitative data was traversed research from 171 quality directors of Pakistan's manufacturing industry. This study backs the hypothesis that quality organization systems sharpen unequivocally influence the performance. Quality organization structures instruments and strategies (Incentive and Recognition System, Process, Monitoring and Control and Continuous Improvement) and Behavioural variables (Fact based-organization, top organization's commitment to quality, laborer consideration and customer focus) add to the productive utilization of worth organization systems.

The study reports that productive assignment and utilization of quality organization structures sharpens results in upgrading the execution of organization. The essential implications of the revelations for executives are that with quality organization manufacturing organizations will presumably perform better execution in buyer dedication, employees relations, quality and business execution than without quality organization structures improves (Hassan, Mukhtar, Qureshi, and Sharif, 2012).

According to Mwaniki and Obiro (2014) their study was focused on showing how the pillars of TQM, that is supplier relationship, customer relationship, processes and top management

connection recount to fiscal presentation. The four pillars of TQM shaped the autonomous variables of this study even as economic performance turned into the dependent variable. These variables were calculated to fill the gap of amplification how using TQM in country wide bank of Kenya impacts its financial overall performance. This study was descriptive in character and the scholar used case study technique. The target populace of the take a look at comprised of NBK personnel. The researcher used stratified random sampling in deciding on respondents. The results showed a positive connection among top management participation, method and contractor relationship and financial execution. However, customer focus adversely affected financial performance. The regression analysis confirmed a vulnerable courting a few of the variables with by using the f-test a look at and a susceptible coefficient of determination the studies recommend that steps to advance top management involvement, manner and supplier courting to improve financial performance (Mwaniki&Okibo,2014).

In addition the study discovered that Total quality management enhances operation effectiveness in this manner lessening operation cost. Consequently the usage of quality management frameworks has expanded bank gainfulness, upgraded deals, expanded bank aggressiveness and brought about obtaining of greater piece of the overall industry, upgraded administration conveyance in the bank, guaranteed successful waste lessening in operations, enhanced operation productivity accordingly decreasing operation costs and expanded client maintenance as an after-effect of consumer loyalty. The study set up that bank administration rehearses influence the operational performance of banks (Kathaara, 2014).

There is a positive critical relationship of measure of inside and outside clients' needs, concentrate on client necessities and objection resolutions connected to practices of TQM affecting organization performance (Fening, Amaria, & Frempong, 2013). Consequently the usage of quality management frameworks has expanded bank gainfulness, decreasing operation costs and expanded client maintenance as an after-effect of consumer loyalty (Kathaara, 2014).

There is a positive noteworthy relationship of worker contribution, representative fulfilment, worker acknowledgment and a worker utilizing quality control apparatuses for procedure control and change connected to practices of TQM affecting organization performance (Fening, Amaria, & Frempong, 2013).

Quality key practices has given an instrument to bank directors to shape their outer business environment, limit dangers, exploit opportunities and empower to react to quality issues proactively. Moreover quality vital practices have encouraged the working of banks centre

abilities and fortifying the boycott intensity empowering it to convey compelling administrations to clients. The study discovered that representative strengthening rehearses impacts operation performance of banks. The discoveries of the study demonstrates that usage of quality administration has influenced representatives personal satisfaction, bank spends a lot of its yearly spending plan on workers preparing and advancement on TQM frameworks, representatives at all levels have the obligation and power to settle on choices that influence them and their work groups, quality administration frameworks have advanced the flexibility of representatives to utilize their drive in matters of client conveyance(Kathaara, 2014).

There is boundless inclusion and correspondence to representatives on all matters that worry their occupation and organization performance, reward frameworks that bolster worker execution, interest, activity and encouraging of collaboration have been initiated in the bank makes methodologies, arrangements and frameworks for accomplishing unrivalled quality in the establishment and that has motivated staff and administration in compelling and productive utilization of the assets and endeavors of the organization towards quality perfection (Kathaara, 2014).

Quality organization as a top administration advance .It is the task of direction to put into practice the value. The rationale of this investigate was to test out out. Does the management manners have an effect on the achievement of quality organization? In methodology 180 managers were functioning under the practical head, advertising and HR division were taken as a sample. information was composed through questionnaire. Proposition of the study is that the manners of management in an association are certainly interconnected to the accomplishment of TQM and the substitute hypothesis is supported by the consequences and null hypothesis was rejected. As a result it is proven that the management in any business has a strong impact on the value administration. Study concerning the management subject faced by the on the increase countries particularly in Nigeria and try to discover out the explanation to societal, political and economic tribulations. This object evaluate five factors which are further imperative for the value administration effectiveness, control and administration obligation, member of staff and person involvement, general community contribution, and uninterrupted improvement. This expose is about the impact of value supervision on the leadership. From the problem statement of the paper was to advance poor direction in Nigeria. Management responsibility is very significant for the accomplishment of quality administration. Participation of each being is an active course towards the improvement of Nigeria production. Constant enhancement is mainly vital element of the value administration if the presentation principles go up constantly value can be achieved in a

improved way. Member of staff empowerment and management are the two most significant essentials of the quality administration in organizations (Samia, 2015).

Quality guru articulate that the foundation of value looks upon the managerial leadership. In 2005 a nationwide study of 1,375 in US the information revealed a country that feel that there was a need of honesty in control and that community assurance in business management was little since of public leaders. control provides break for value in public as well as in business leadership. This piece of writing also outline the typical description of worth leadership. Value manager is defined by its character manners and individuality of leadership .Control are an imperative part of the value organization and it plays a crucial task in quality administration execution. To put into practice quality top administration ought to take charge of it. It as well gives the key divergence between a organizational management and a quality management which are strategic administration has more significance in quality leadership, imaginative leadership is more imperative for quality leader since the achievement of quality management depends on workforce sharing a widespread Idea, Empowerment and collaboration appropriate response to client concern and quality is all the time connected to the client satisfaction. Support creativeness and innovation that is further significant for quality. The paper give importance to on the significant of the management for the value management. In twenty first century there is contention and uninterrupted change in the international market. The sustained existence of a corporation looks upon the skills and experise of the manager. On a foundation level the initiative is that the administration in a corporation should act as a person in charge. When a executive acts as head he produce the quality goods. Administrator produce vision for the corporation he ought to be in touch to his human resources and persuade them to attain it. If he will not perform so the corporation will not be capable to endure. Shewheart Deming's fourteen points (Samia, 2015).

The study developed and tested the associations between quality management, worker engagement, continuous improvement, and customer satisfaction. The results lend sturdy support for the declaration that quality management is an important determinant of customer satisfaction. (Kim, 2016).

Kangethe (2015) in his study of purchaser excellent practices they nation that the customer is continually right this in reference to the reality that the consumer generates income/ sales to the agency in which the employer benefits through earnings. This applies to authorities' entities that may be providing services the cease result is the consumer satisfaction score. Client high-quality awareness practices widespread seem at some five key elements that shape the base on which

handing over high-quality offerings are primarily based on. Corporations rely upon their clients and therefore should recognize modern and destiny patron needs, must meet consumer requirements and strive to exceed patron expectancies. these elements, in line with Kangethe(2015) shipping of best offerings requires an business enterprise to: recognize what the client honestly values, create a climate for service within the company, make certain that the employees also shop at the equal area the other customers do, religiously keep at the competition” premises, and hyperlink inner great metrics with client needs. For a corporation to be successful, it has to align their operational practices to what the client needs. This indicates setting measures in location where conversation between control of the company and the customer is -way for waft of ideas and issues, to comments being relayed each method (Kangethe, 2015).

It has been put up that dealer quality administration is definitely connected to communal responsibility. A firm cannot add to the public successfully devoid of the collaboration amid the supply chain associates. All associates in the supply chain ought to understand the result of their work, services in relation to fitness of the the social order and surroundings. while vendors have excellence executive systems, they are measured with reverence to value and delivery presentation and contribute in value training, progression development, and the novel invention growth procedure. The synergy amid the entire supply chain resolve to make logic of accountability of the the public so that every associate try to do their finest to defend the surroundings and lessen sound and toxic waste. This allow the organization to bear out social reliability project for the people with extra successful and well-organized manner (Sadikoglu & Olcay, 2014).

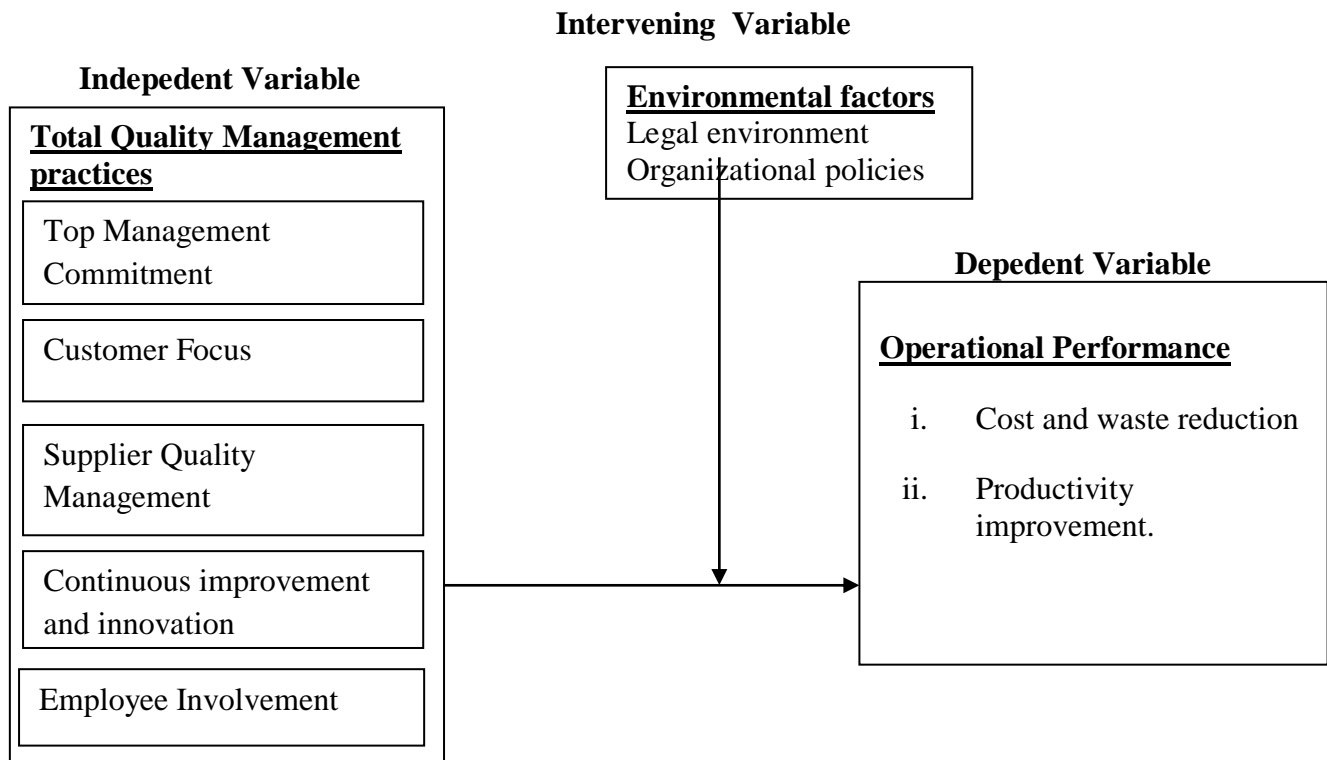
It has been established that preparation is confidently connected to operational performance, member of staff presentation, and client outcome. allocate firm assets to preparation on value pays off as expert workers recognize advanced numerical technique, concepts of excellence, essential distinctiveness of their production, and the arrangement and process of the organization. In addition, treating workers as a precious resource increases their allegiance to the firm, inspire them and make them proud of their jobs, improve their occupation related execution, minimizes absence, and minimizes intent to leave. Well-informed staff will add to quality, dependability, and well-timed supply of the products as well as services. With effectual preparation, workers know the production and the configuration of the organization better. Successful preparation on worth also elevates workers skill to labor successfully and competently. In addition, it will advance employees’ allegiance to the organization, their enthusiasm, and job-related execution.

workers instruction on supplying elevated quality and dependable goods or services reduces purchaser complaint (Sadikoglu & Olcay, 2014).

2.7 Conceptual Frame work

In this section, the conceptual framework is outlined in a schematic interpretation that presents a set of broad ideas to clarify the relationship between variables. In this study, the independent variable is Total Quality Management (TQM) Practices; the dependent variable is operational performance while the moderating variables are environmental factors; legal environment and organizational policies. These variables are related as shown in Figure 2.1.

According to Kathaara (2014) Operational execution can be expressed essentially as the manner of measuring the competence and usefulness of action. Profoundly focused firms have higher than normal operational execution, deciding operational performance considers four variables known as aggressive needs; Cost, Quality, Delivery and Flexibility. These competitive priorities are widely used as indicators of the competitive dimensions of manufacturing. Theoretical literature indicate that firms that conducted studies on different Total Quality Management measurements appears that there are few exploration work, still has aggregately thought seriously about every one of these measurements in the management. As it is said the objective of this examination was to determine the relationship between quality management and operational performance of manufacturing companies in Nairobi Kenya.



(Source, Author 2018)

As shown in figure 2.1 above, there exists a relationship between TQM practices and Operational performance that are the structured and unbiased variables inside the have a look at respectively. However, these variables are laid low with intervening variables which include the organizational policies and legal environment. According to Kathaara (2014) the study results showed that the respondents agree that the financial institution management plays an active role in developing strategies, plans and structures and neutral on financial institution leadership has furnished the necessary assets bank leadership has supplied conducive operating surroundings, bank management influences the selection of selecting certified providers and financial institution management has stimulated group of workers and control.

According to Mukhtar, Qureshi and Sharif (2012) TQM practices have affirmative relationship with organizational execution conventionally, organizational performance is measured by using monetary guidelines inclusive of marketplace percentage, overall sale, and profit and so forth. for this reason, to conquer capacity inadequacies of organizational overall performance frameworks, this observe further carries non-monetary classes: development in employees ‘mind-set towards high-quality, reduction in absenteeism, reduction in exhaustion rate, development in skill’s degree, and so on for measuring organizational performance.

The legal environment influences the enterprise and its managers substantially. Legal elements contain how flexible and adaptable the regulation and felony policies that govern the enterprise are. Additionally it is the exact rulings and courts selection. Criminal provisions may additionally contribute to more or much less earnings relying at the environment of operation. The political surroundings in a country influence the rules and authorities regulations and rules under which an overseas company operates. every us of a within the world follows its personal system of regulation and a overseas organisation running inside it has to put up with by those rules for as lengthy as it maintains to perform there. Consistent with geringer, 2012, the felony surroundings constitute the numerous overseas and home legal guidelines leading how global firms ought to operate. The criminal surroundings is in addition classified as home, host and global environments. The house surroundings stipulates that an organisation should follow the laws in its country these encompass laws concerning exportation of merchandise which include the ones forbidding positive goods to sure nation. Organizational regulations, methods, tactics, and structures for why are like written hints that each worker, from the pinnacle management to the janitorial offerings, and upkeep personnel(gactaern, 2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter has set out a description of the research method. It has set out ways to evaluate the effect of TQM implementation on operational performance of Food & Beverages manufacturing companies in Kenya. This section outlines the research design that was adopted and the methods of information collection and analysis employed to respond the research questions.

3.2 Research Design

This study adopted an explanatory research design study which is a quantitative process was used to investigate the possibility of the relationship between TQM implementation and operational performance. A cross-sectional survey design was as well used to study the association between TQM practices implementation and operational execution at a single point in time. The study used an explanatory research design. In relation to Mugenda and Mugenda (2003), a consistent examination configuration is one which gathers facts with a precise end goal to test the hypothesis or to answer inquiries regarding the existing status of the subjects under study. A logical examination outline is an attempt to gather information from individuals from a population so as to decide the present status of that population as for one or more variables. The study set up the connection and causal association between total excellence management practices and operational performance of Food & Beverage manufacturing companies.

3.3 Population of the Study

There are a total of 87 big food and beverage industrialized firms in Nairobi (Appendix II) which are members of KAM (KAM 2014). The firms are classified into 7 sub-sectors of the Food and Beverages Sector: The Sub-sectors are: Alcoholic Beverages; Bakers and Millers; Cocoa, Chocolate and Sugar; Juices/Waters/Dairy/Carbonated Soft Drinks; Tobacco; Vegetable Oils and Slaughtering/Preparation and Preservation of Meat. The population of the study comprised of big food and beverage industrialized firms in Nairobi County, Kenya.

According to Kibera (1996), the criteria used to determine the size of a firm are capital, sales turnover or number of employees. He recommends use of number of employees' criteria as it is information which is readily available to researchers. He further classifies size of firms in Kenyan context as micro firms (11-50 employees), medium firms (51-100 employees) and large

firms (above 100 employees). These manufacturing firms were identified using the Kenya Association of Manufacturers and Exporters Directory (KAM 2014) because the researcher established that KAM maintains the most updated coverage of manufacturing firms in Kenya.

3.4 Data Collection

The study used primary data. Primary data consists of unique information gathered by the scholar for the specific purpose of the study at hand (Mugenda & Mugenda, 1999). Data was collected by use of questionnaires administered by the researcher. The use of questionnaires is justified because this is the most valuable and affordable way of collecting information from a small factual sample within a short period of time. The unit of analysis was the firms and data will be collected at the firm level. For each firm one respondent filled in a questionnaire. The respondents were the operations managers conversant with the organization's operations management.

3.4.1 Data collection Instrument

The researcher used a Questionnaire collection tool mostly used in normative surveys. This is a scientifically prepared form or document comprising a set of questions purposefully intended to prompt, response from interviewees or research informers for the drive of collecting information or information. It is a form of inquiry document, which encompasses a systematically assembled and well organized string of questions projected to draw out the information which present comprehension into the character of the predicament under study. Structured questionnaires were used they are those in which various control or direction is given for the response. This may be defined as closed form since the questions are essentially short, calling for the respondent filling for an article out of a list of specified responses. See appendix one for the questionnaire.

3.5 Validity and Reliability

Validity brings up to the accuracy and significance of inference which are based on the research result (Mugenda et al. 2003). If such data is a true replication of the variables, then conclusions based on such data was precise and meaningful. To ascertain the validity, the researcher used content validity through supervisor assistance. Construct validity of the instrument was obtained through the development of the scales with the help of the experts. The questionnaire items (questions) were developed to represent each variable in the research. A pre-test was done on the items and their measurement by checking the results obtained from the focus groups. Expertise

opinions were also sought from lecturers and environmentalists. To ensure data collection procedure was reliable, cronbach alpha coefficient was computed using SPSS version 20. A value of 0.8 was obtained and compared with the threshold of 0.7. In addition, a pilot test was conducted in 10 food and beverage companies in Kiambu. 12.

Table 3.1 Reliability coefficients

a) alpha coefficients

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .816 | 61 |

The results indicated that the overall Cronbach alpha is above the threshold of 0.7, thereby reliable for study.

b) Cronbach alpha coefficients for the measurement scales for the constructs

| Construct measured | Number of Items | Alpha |
|---------------------------------------|-----------------|-------|
| Top management commitment | 9 | .748 |
| Customer focus | 6 | .719 |
| Supplier quality management | 5 | .713 |
| Continuous improvement and innovation | 5 | .713 |
| Employee involvement | 9 | .716 |
| Operational performance | 11 | .732 |

The results in Table 3.2b indicates that the alpha reliability coefficient of the items in each objective of the study was appropriate because they were all above the threshold of 0.7. The reliability coefficient ranged from 0.708 to 0.748. Therefore all the questionnaire items were considered to have internal consistency and hence were used for further analysis.

3.6 Data Analysis and Presentation

The data collected was analysed by the use of descriptive statistics. Composed data was chronologically organized in relation to the questionnaire outline to guarantee that the correct code was entered for the exact variable cleaned and tabulated. The tabulated data was evaluated using descriptive, correlation as well as regression statistics in with the aid of Statistical Package for Social Sciences (SPSS 20.0). Pearson correlation statistics was used to create the relationship

between the total quality management practices and operational performance of Food& Beverages manufacturing companies based on the regression model shown here below.

A multiple regression analysis was used whereby the independent variable was regressed against the dependent variable in order to establish the relationship between the two variables. To test hypothesis H₀₁ to H₀₅, Pearson's Correlation Analysis was used. To test hypothesis H₀₆, Multiple Regression model; the model is presented below;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

α =constant

$\beta_1 - \beta_4$ = Regression coefficients

Y = Operational Performance

X₁ = Top management commitment

X₂ = Customer Focus

X₃ = Supplier quality management

X₄ = Continuous Improvement & Innovation.

X₅ = People management/ Human Resource Management

CHAPTER FOUR RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents results and discussions of the results with reference to the specific research objectives and hypotheses. This chapter presents the results and discussions of the results of the study. The presentation of the results is based on the objectives. The chapter starts with descriptive statistics of the study variables, correlation analysis and test of hypotheses. Finally, the chapter presents discussion of the results of the study. It presents the effect of Total Quality Management on operational performance of large food manufacturing firms in Nairobi County.

4.2 Descriptive Statistics

4.2.1 Response rate

The study targeted 87 large food manufacturing firms in Nairobi County. Responses were returned from 78 organizations which represents a response rate of 89.66%. Therefore the rate of response was considered to be adequate for the study. The characteristics of the respondents which were assessed by the study includes age of the organization, number of employees in the company and the nature of the business.

4.2.2 Profile of the Respondents

This section presents and discusses results of descriptive statistics of the profile of respondents and organizations. It also presents descriptive analyses results of the study variables.

Table 4.1: Distribution of Respondents by Position

| Position | Frequency | Percentage |
|-------------------------------|------------------|-------------------|
| Production/Operations Manager | 40 | 51.28 |
| Sales/Marketing Manager | 12 | 15.38 |
| Human Resource Manager | 11 | 14.10 |
| Administrator | 6 | 7.69 |
| Finance Manager | 4 | 5.12 |
| Other | 5 | 6.41 |
| Total | 78 | 100 |

As shown in Table 4.1, the majority of the respondents were production and operation managers (51.28%), 15.38% were sales and marketing managers, 14.10% were human resource managers, 7.69% were administrators and 5.12% were financial managers. Given the positions of the respondents, it can be concluded that the respondents' responses were considered informed.

4.2.2 Profile of the Firms

The study sought to establish the demographic variables of the company in terms of age of the organization, number of employees in the company and the nature of the business. The study also sought to establish how old the organization is, this was important to the study in establishing the effectiveness of TQM and operational performance in the firms.

Table 4.2: Distribution of Firms by Ownership

| | Frequency | Percentage |
|---------|------------------|-------------------|
| Local | 66 | 84.46 |
| Foreign | 12 | 15.38 |
| Total | 78 | 100 |

Regarding ownership of firms, Table 4.2 shows that majority of the firms were local (84.46%), while the rest were foreign (15.54%).

Table 4.3 Distribution of Firms by Type

| | Frequency | Percentage |
|---------|------------------|-------------------|
| Public | 9 | 12 |
| Private | 69 | 88 |
| Total | 78 | 100 |

From the table 4.3 shows that majority of the firms were private by 88% then 12%.

Table 4.4 Distribution of Firms by Years in Operation

| | Number of years in operation | |
|--------------------|-------------------------------------|-------------------|
| Years | Frequency | Percentage |
| Less than 5 years | 20 | 25.64 |
| 5 to 10 years | 18 | 23.07 |
| 11 to 19 years | 20 | 25.64 |
| More than 20 years | 20 | 25.64 |
| Total | 78 | 100.0 |

Table 4.4 demonstrates the number of years these firms have been in operation. It established that 20 firms (25.64%) had operated for over 20 years, 20 firms (25.64%) had operated for 11-19 years, 18 firms (23.07%) had operated for 5-10 years and 20 (25.64%) firms had operated for 5 years and below. This indicated that most firms had operated for long enough for the employees to evaluate the strategic knowledge management aspects in the firms and their impact.

Table 4.5 Distribution of Firms by Nature of Business

| | Frequency | Percentage |
|--------------------------------|------------------|-------------------|
| Bakers and Millers | 30 | 38.4 |
| Juices/Water/Soft drinks/Dairy | 14 | 17.9 |
| Vegetable Oils | 14 | 17.9 |
| Cocoa/Chocolate/Sugar | 6 | 7.6 |
| Alcoholic Beverages | 5 | 6.4 |
| Tobacco | 2 | 2.5 |
| Other | 7 | 10.3 |
| Total | 78 | 100.0 |

As shown in Table 4.5 below, the study established that 30 firms (38.4%) that participated in the study were Bakers and Millers, 14 firms (17.94%) were Juices/Waters/Soft Drinks/Dairy firms and 14 firms (17.94%) were Vegetable oil firms. 6 firms (7.69%) represented Cocoa, Chocolate and Sugar firms while 5 firms (6.4%) represented Alcoholic Beverages firms. Only 3 firms (2.5%) represented Tobacco Firms. The rest 7(10.3%) were involved in other food manufacturing activities not included in the above categories.

Table 4.6 Distribution of Firms by Number of Employee

| Employees | Frequency | Percentage |
|------------------|------------------|-------------------|
| Less than 50 | 12 | 15.38 |
| 51 to 100 | 36 | 46.15 |
| More than 100 | 30 | 38.46 |
| Total | 78 | 100.0 |

From Table 4.6 demonstrates the number of employees and establishes that majority of the firms; 36 (46.15%) had between 51-100 employees and they were in the private firms. While 30

firms (38.46%) had more than 100 employees and only 12 firms (15.38%) had between 20-50 employees.

4.2.3 Top Management Commitment

The study sought to determine the effects of Top Management Commitment on implementation of TQM. The scale that was used was Likert scale of 1-5, where 1= strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree.

Table 4.7 Mean and standard deviation measures for Top management commitment

| Top management commitment | N | Mean | Std. Deviation |
|---|----------|-------------|-----------------------|
| Organization leaders take on the responsibility for developing quality oriented management systems | 78 | 4.23 | .788 |
| Leadership has provided necessary resources to meet new requirements | 78 | 4.40 | .690 |
| Leaders evaluate the application and advancement of TQM | 78 | 4.29 | .854 |
| Leaders assign resources for non-stop improvement of the management system | 78 | 4.42 | .694 |
| Leadership has provided conducive working environment to employees | 78 | 4.24 | .648 |
| Leadership influences the decision of selecting qualified suppliers | 78 | 4.10 | .713 |
| Leadership has inspired staff and management in effective and efficient use of resources | 78 | 4.21 | .709 |
| Leaders intermingle with customers and keep in mind their contributions with designing goods and services | 78 | 4.28 | .881 |
| Leadership improves operational performance | 77 | 4.37 | .705 |
| Overall Mean | | 4.28 | 0.744 |

As demonstrated in table 4.7 On determining whether the organization leaders take on the obligation for developing quality oriented management systems, the outcome indicate that majority of those that responded strongly agreed, (mean = 4.23: Standard deviation = 0.788).

This indicates that the current decisions in most of the organization leaders take on the obligation for developing quality oriented management systems.

From the table 4.7 On whether firms' leadership has provided the essential assets to meet the new needs resultant from value management systems implementation, The study results show that most of the respondents strongly agreed with the statement, (mean =4.40; Standard deviation= 0.690). This indicates that most of the firms' leadership has provided the essential assets to meet the original requirements ensuing from value management systems implementation. On whether the leaders personally evaluate the application and advancement of Total Quality principles, the findings indicate that majority of the firms (mean = 4.29; standard deviation = 0.854) agreed that emphasis in the companies leaders personally assess the application and progress of Total Quality principles.

On whether leaders assign resources for non-stop improvement of the management system, the results show that most of the firms strongly agreed that leaders assign resources for non-stop improvement of the management system (mean = 4.42; standard deviation = 0.694).

The results show that majority of the firms strongly agreed that company leadership has provided conducive working environment to employee involvement in quality management process (mean = 4.24; standard deviation = 0.648). This indicates that the companies top managers of company leadership has provided conducive working environment to employee involvement in quality management process.

From the result it is also evident that majority of the firms indicated that company leadership influences the decision of selecting qualified suppliers and certifying suppliers for quality material (mean = 4.10; standard deviation = 0.713). This shows that the top management of the firms from the result it is also evident that majority of the firms indicated that company leadership influences the decision of selecting qualified suppliers and certifying suppliers for quality material.

On whether the organization leadership has inspired staff and management in successful and competent use of the assets and efforts of the institution towards value excellence, the study findings show that majority of firms strongly agreed with the statement our organization leadership has inspired staff and management in successful and competent use of the resources

and efforts of the institution towards quality excellence (mean = 4.21; standard deviation= 0.709).

The results also show that the majority of the respondents strongly agreed that leaders intermingle with customers and keep in mind their contributions when designing goods and services (mean = 4.28; standard deviation = 0.881). This shows that more than half of the respondents agreed with the statement. This indicates that leaders intermingle with customers and keep in mind their contributions when designing goods and services by the companies. The study also sought to establish whether the companies' leadership improves operational performance. The study results showed that the majority of the respondents strongly agreed with the statement (mean = 4.37; standard deviation = 0.705). This shows that the companies' leadership improves operational performance.

4.2.4 Customer focus

The study sought to determine the effects of Customer focus implementation of TQM. The scale that was used was Likert scale of 1-5, where 1= strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Table 4.8 Mean and standard deviation measures for Customer Focus

| Customer Focus | N | Mean | Std. Deviation |
|--|----------|-------------|-----------------------|
| The company focuses on improved satisfaction of our clients | 78 | 4.44 | .572 |
| The company focuses on better communication with our clients | 78 | 4.50 | .619 |
| Company focuses on a decline in the number of customer criticisms and grievances | 78 | 4.35 | .577 |
| The company focuses on client consolidation, returning clients and loyal clients | 78 | 4.31 | .651 |
| The company responds quickly to customers complaints | 78 | 4.26 | .797 |
| The company has effective process for resolving customer complaints | 78 | 4.38 | .760 |
| Overall Mean | | 4.37 | .662 |

As demonstrated in table 4.8 on whether the company focuses on improved satisfaction of our clients, the outcome show that the majority of the respondents strongly agreed with the statement (mean = 4.44 and standard deviation = 0.572) which indicates that company focuses on improved satisfaction of our clients.

From table 4.8 the study also sought to establish whether the company focuses on improved communication with their clients. The results show that majority of respondents strongly agreed with the statement that the company focuses on improved communication with their clients (mean = 4.50 and standard deviation = 0.619). This indicates that the company focuses on improved communication with their clients.

To establish whether the company focuses on a reduction in the number of customer complaints and grievances, the results presented in table shows that most of the respondents strongly agreed (mean =4.35 and standard deviation = 0.577) with the statement that the company focuses on a reduction in the number of customer complaints and grievances.

The study sought to establish whether the firms focuses on Client consolidation, returning clients and loyal clients, the results shows that most of the respondents from the different firms strongly agreed with the statement that the firms focuses on Client consolidation, returning clients and loyal clients (mean = 4.31 and standard deviation = 0.651).

On whether the firms responds quickly to customers complaints, the findings shows that most of the respondents agreed with the statement that firms responds quickly to customers complaints (mean = 4.26 and standard deviation = 0.797). This indicates that the comp responds quickly to customers complaints.

Finally, it was important to assess whether the company has effective process for resolving customer complaints. The results show that majority of the respondents strongly agreed that the company has successful process for resolving customer complaints (mean =4.38 and standard deviation = 0.760). This indicates that the company has effective process for resolving customer complaints.

4.2.5 Supplier Quality Management

The study sought to determine the effects of supplier quality management on implementation of TQM. The scale that was used was Likert scale of 1-5, where 1= strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree.

Table 4.9 Mean and standard deviation measures for Supplier quality management

| Supplier Quality Management | N | Mean | Std. Deviation |
|---|----------|--------------|-----------------------|
| The organization develops strategic alliances with suppliers | 78 | 4.15 | .774 |
| The organization works with suppliers to guarantee that expectations are met | 78 | 4.36 | .683 |
| The organization involves suppliers timely in the product development process | 78 | 4.06 | .958 |
| Suppliers should embrace TQM and be involved in this process | 78 | 4.13 | .709 |
| Effective SCM practices enable the suppliers to adopt quality management and deliver reliable products/services | 78 | 4.46 | .715 |
| Overall Mean | | 4.232 | 0.7678 |

As demonstrated in table 4.9 the study also sought to establish whether the organization develops strategic alliances with the suppliers. The study results also indicates that largely of the respondents agreed with the statement (mean =4.15 and a standard deviation of 0.774). This indicates that the organization develops strategic alliances with the suppliers.

From table 4.9 on whether the organization works with suppliers to guarantee that hope are met, the results of the study showed that majority of the respondents strongly agreed with the statement (mean = 4.36 and standard deviation of 0.783). This shows that organizations work with vendors to ensure that outlook are met.

On whether the organizations involves suppliers near the beginning in the merchandise development course to take benefit of their capabilities and expertise, the study results shows that most of the respondents agreed with the statement, that the organization involves suppliers timely in the manufactured goods advance process to take benefit of their capabilities and capability (mean =4.06 and a standard deviation =0.958).

The study also wanted to establish if the suppliers should adopt TQM and be involved in this process. From the results shown it is noted that majority of the respondents strongly agreed with the statement. This indicates that most of the respondents believe that whether the suppliers should adopt TQM and be involved in this process (mean = 4.13; standard deviation = 0.709).

The study wanted to establish if the companies in the food processing industry encourages active supply management practices to facilitate the contractors to take on excellence management and convey reliable and great quality goods and or services timely . From the results it is noted that majority of the companies strongly agreed that they encourage effective supply administrationpractices enable the suppliers to assume quality management and deliver reliable and high quality products and or services timely (mean = 4.46; standard deviation = 0.715).

4.2.6 Continuous Improvement & Innovation

The study sought to determine the effects of Continuous improvement and innovation on implementation of TQM. The scale that was used was Likert scale of 1-5, where 1= strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree.

Table 4.10 Mean and standard deviation measures for Continuous improvement and innovation

| Continuous improvement and innovation | N | Mean | Std. Deviation |
|---|----------|--------------|-----------------------|
| The company undertakes quality audits and evaluation regularly | 78 | 4.21 | .691 |
| Use of customers complaints as a method to initiate improvements in current processes | 78 | 4.40 | .671 |
| The company evaluates the performance of suppliers | 78 | 4.40 | .727 |
| The company improves employees competencies through training | 78 | 4.33 | .816 |
| Regular departmental and employee appraisals carried | 78 | 4.24 | .840 |
| Overall Mean | | 4.316 | .749 |

As demonstrated in table 4.10 the study sought to establish whether the company undertakes quality audits and evaluation. The study results also shows that the majority of the respondents agreed with the statement (mean = 4.21 and a standard deviation of 0.691). This indicates that firms the company undertakes quality audits and evaluation.

On whether the organization use of purchaser complaints as a method to commence improvements in existing processes, the results of the study showed that majority of the respondents strongly agreed with the statement (mean = 4.40 and standard deviation of 0.671). This shows that organizations use of client complaints as a means to kick off improvements in current processes.

On whether the organizations evaluates the performance of suppliers, the study results shows that most of the respondents agreed with the statement, that the organization evaluates the performance of suppliers (mean =4.40 and a standard deviation = 0.727).

On whether the company improves employees' competencies through trainings, the results indicate that majority of the respondents strongly with the statement that company improves employees' competencies through trainings (mean =4.33) standard deviation = 0.816).

The study also sought to establish whether there are regular departmental and employee appraisals carried out. From the results shown it is noted that majority of the respondents strongly agreed with the statement. This indicates that most of the firms that participated in the regular departmental and employee appraisals (mean = 4.24; standard deviation = 0.840).

On continuous enhancement practice, result show that the Food and beverage firms undertake value audits and evaluation to improve the quality of products being marketed by the firms and consequently, the organization undertakes standard departmental and worker appraisals to brief and assess how the nonstop improvements plans of the products is available on in the firm. This process of continually improving on the product is achieved through registering customer complaints as a method of initiating improvement in the current process, and also training employees with an aim of improving their competencies on the product quality and safety. disparity of opinion of respondents is manifest as the standard deviation is greater than one except on the regular departmental and employee appraisal that they all seem to agree.

4.2.7 Employee Involvement Practices

The aim of the study was to determine the effects of employee involvement practices on implementation of TQM. The scale that was used was Likert scale of 1-5, where 1= strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree.

Table 4.11 Mean and standard deviation measures for Employee involvement practices

| Employee involvement practices | N | Mean | Std. Deviation |
|---|----------|-------------|-----------------------|
| Employees effective knowledge and learning capability will provide sustainability of quality management in the firm | 78 | 4.21 | .752 |
| Employees are involved in decision making that affect their work | 78 | 4.33 | .832 |
| Quality does not originate in one department or function; it is the concern of the whole firm | 78 | 4.42 | .845 |
| Employees are given opportunity to suggest quality improvement | 78 | 4.42 | .765 |
| Training is given to all employees based on the results of the training needs assessment to improve quality | 78 | 4.19 | .854 |
| The employees are provided with feedback on their quality performance | 78 | 4.15 | .955 |
| Effective training will lead to employees loyalty to the firm, motivation and work performance | 78 | 4.27 | .848 |
| If employees are educated on producing dependable products/services their participation will be productive | 78 | 4.37 | .758 |
| Employees believe that quality is their responsibility | 78 | 4.26 | .918 |
| Overall Mean | | 4.29 | 0.836 |

From the table 4.11 the study sought to establish whether employees' effective knowledge and learning capability will offer sustainability of quality management in the firm. The study results also indicates that most of the respondents agreed with the statement (mean = 4.21 and a standard deviation of 0.752). This indicates that firms' workers' effective knowledge and learning competence will provide sustainability of quality administration in the firm.

On whether the employees are involved in decision making that affect their work, the results of the study showed that majority of the respondents strongly agreed with the statement (mean = 4.33 and standard deviation of 0.832). This shows that organizations employees are involved in decision making that affect their work.

On whether the organizations Quality does not originate in one department or function; or whether it is the concern of the whole firm, the study results shows that most of the respondents agreed with the statement that organizations Quality does not begin in one department or

function; or whether it is the responsibility of the whole firm (mean =4.42 and a standard deviation =0.845).

On whether the employees are given opportunity to suggest quality improvement, the results indicate that majority of the respondents strongly with the statement (mean =4.42) standard deviation = 0.765).This shows that the company gives the employees are given opportunity to suggest quality improvement.

The study's aim was to establish whether training is provided to all employees centred on results of the training needs assessment to improve quality. From the results shown it is noted that majority of the respondents strongly agreed with the statement. This indicates that most of the firms training is given to all employees centred on results of the training needs assessment to improve quality (mean = 4.19; standard deviation = 0.859).

The study's aim was to establish whether the companies in the food processing business employees are provided with feedback on their quality performance. From the results it is noted that majority of the companies strongly agree that employees are provided with feedback on their quality performance (mean = 4.13; standard deviation = 0.955). This indicates that companies that embrace employees are provided with feedback on their quality performance.

On whether organizations effective training will advance employees' loyalty to the firm, motivation, and work performance. The result shows that majority of the companies strongly agreed that organizations effective training will increase workers faithfulness to the firm, motivation, and work performance (mean = 4.27; standard deviation = 0.848). This indicates that organizations learning are enhanced by the employment of professionals who control how information and knowledge is stored. With this stored information it is noted that organizations can effectively perform.

The study also sought to establish whether the workers are skilled on producing dependable and high quality merchandise and or services, their full involvement in the assembly stage would be more fruitful. The study results also shows that the majority of the respondents agreed with the statement (mean = 4.37 and a standard deviation of 0.758). This indicates that firms the workers are trained on producing dependable and high quality merchandise and or services, their full participation in the production stage would be more fruitful.

On whether the organization employees believe that quality is their responsibility, the results of the study showed that majority of the respondents strongly agreed with the statement (mean = 4.26 standard deviation of 0.918). This shows that organizations employees believe that quality is their responsibility.

4.2.8 Operational Performance

The study aimed at establishing the Effect of TQM practices on Operational performance . The scale that was used was Likert scale of 1-5, where 1= strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree.

Table 4.12 Mean and standard deviation Operational performance

| Operational Performance | N | Mean | Std. Deviation |
|---|----------|-------------|-----------------------|
| Effective Waste reduction | 78 | 4.19 | .807 |
| Cost reduction | 78 | 4.43 | .843 |
| Improved Product/service quality | 78 | 4.47 | .716 |
| Enhanced Company profitability | 78 | 4.59 | .574 |
| Improved Product reliability | 78 | 4.42 | .730 |
| Acquisition of a bigger market share | 78 | 4.36 | .720 |
| Increased customer retention as a result of customer satisfaction | 78 | 4.23 | .805 |
| Improved operational efficiency thus reducing operation costs | 78 | 4.44 | .783 |
| Overall Mean | | 4.39 | 0.747 |

From Table 4.12 demonstrates that On determining if Operational performance leads to effective waste reduction the outcome indicate that majority of the organizations strongly agreed, (mean = 4.19: Std deviation = 0.807).

From table 4.12 on whether operational performance leads to cost reduction , the study results show that most of the respondents strongly agreed with the statement, (mean =4.36; Standard deviation= 0.772).

On whether operational performance leads to improvement in product/service quality, the findings indicate that majority of the firms (mean = 4.47; standard deviation = 0.716) agreed that there is improvement in product/service quality due to operational performance .

On whether Operational performance has enhanced company profitability, the results show that most of the firms strongly agreed that profitability has improved as as result of Operational performance (mean = 4.59; standard deviation = 0.574). This indicates that and this contributes to performance of the firms.Operational Performance is a determinant to competitive success of the firm.

It was also noted that operational performance leads to improvement in product reliability. The results show that majority of the firms strongly agreed that operational performance leads to

improved product reliability (mean = 4.42; standard deviation = 0.730). This indicates that there is influence of operational performance on products reliability.

On determining if Operational Performance leads to acquisition of bigger market share, the outcome indicate that majority of those who answered strongly agreed, (mean = 4.36: Standard deviation = 0.720). This indicates that there is a positive association between Operational performance and acquisition of a bigger market share.

On determining if operational performance leads to improvement in order placement, the study results show that most of the respondents strongly agreed with the statement, (mean =4.22; Standard deviation= 0.658). This indicates that order placement is positively associated with operational performance.

On if operational performance has led to increased customer retention which results in customer satisfaction, the findings indicate that majority of the firms (mean = 4.23; standard deviation = 0.805) agreed that there is customer retention which has a positive effect on operational performance.

On determining if operational performance leads to improvement in operational efficiency , the study results show that most of the respondents strongly agreed with the statement, (mean =4.44; Standard deviation= 0.783). This indicates that operational efficiency is positively associated with operational performance.

4.3 Test of Correlation

The analysis was done using Pearson's correlation matrix. The results were shown in table 4.13 below.

Table 4 13 Correlation Matrix for TQM practices; Top management commitment, Customer Focus, Supplier Quality Management, Continuous improvement and Employee Involvement on Operational Performance

| | | Top manage ment commit ment | Custo mer focus | Supplier s relations hip | Continuo us improve ment | Employe e involve ment | Operatio n performa nce |
|-------------------------------|---|---|-----------------------|-----------------------------------|-----------------------------------|---------------------------------|----------------------------------|
| Top managem ent | Pearson Correlat ion Sig. (2- tailed) | 1 | .241* | .167 | .112 | .411** | .388** |
| | N | 78 | 78 | 78 | 78 | 78 | 78 |
| Customer focus | Pearson Correlat ion Sig. (2- tailed) | .241* | 1 | .269* | -.020 | .105 | .347** |
| | N | 78 | 78 | 78 | 78 | 78 | 78 |
| Suppliers relationsh ip | Pearson Correlat ion Sig. (2- tailed) | .167 | .269* | 1 | -.051 | .341** | .270* |
| | N | 78 | 78 | 78 | 78 | 78 | 78 |
| Continuo | Pearson | .112 | -.020 | -.051 | 1 | -.057 | -.181 |

| | | | | | | | |
|------------------------------------|---|--------|--------|--------|-------|-------|-------|
| us improve ment | Correlat ion Sig. (2- tailed) | .331 | .861 | .657 | | .622 | .113 |
| | N | 78 | 78 | 78 | 78 | 78 | 78 |
| Employe e involvem ent | Pearson Correlat ion Sig. (2- tailed) | .411** | .105 | .341** | -.057 | 1 | .251* |
| | N | 78 | 78 | 78 | 78 | 78 | 78 |
| Operatio nal performa nce | Pearson Correlat ion Sig. (2- tailed) | .388** | .347** | .270* | -.181 | .251* | 1 |
| | N | 78 | 78 | 78 | 78 | 78 | 78 |

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

**. Correlation is significant at the 0.01 level (2-tailed).

4.3.1 Correlation between Top Management Commitment of TQM on Operational performance

The first intention of the study was to establish the effect of Top Management Commitment of TQM on Operational performance of Food and Beverages Manufacturing Companies in Kenya. This objective is discussed below. Pearson's correlation Table 4.13 shows that there is a positive significant relationship between Top management commitment and dependent Operational Performance. ($r = .0388$, $p < 0.05$). There is a affirmative relationship between the results indicates a positive correlation Top management commitment and dependent Operational Performance.

4.3.2 Correlation between Customer Focus on TQM on Operational performance

The second objective of the study was to determine the effect of Customer Focus on TQM on Operational performance of Food and Beverages Manufacturing Companies in Kenya. This objective is discussed below. A correlation analysis with two tailed significance level produced the values shown in table 4.14 the r value ($r = 0.347, p < 0.05$). This indicates a positive correlation between customer focus and operational performance. This means that customer has positive effect on organizational performance.

4.3.3 Correlation between Supplier quality Management on TQM on Operational performance

The third aim of the study was to establish the effect of Supplier quality Management on TQM on Operational performance of Food and Beverages Manufacturing Companies in Kenya. This objective is discussed below. Pearson's correlation Table 4.15 indicates that The Pearson correlation value of ($r = 0.270, p < 0.05$) indicates a positive correlation between Supplier quality management and operational performance.

4.3.4 Correlation between Continuous Improvement and Innovation of TQM on Operational performance

The fourth objective of the study was to determine the effect of Continuous Improvement and Innovation of TQM on Operational performance of Food and Beverages Manufacturing Companies in Kenya. The r value of ($r = -0.57, p > 0.05$) indicates a negative correlation between continuous improvement and innovation and operational performance.

4.3.5 Correlation between Employee Involvement of TQM on Operational performance

The fifth objective of the study was to determine the effect of Employee Involvement of TQM on Operational performance of Food and Beverages Manufacturing Companies in Kenya. This objective is discussed below. The results of correlation analysis were as shown in table 4.13 above. The value of ($r = 0.251, p < 0.05$) shows existence of a positive correlation between Employee involvement and operational performance.

4.4 Test of Hypotheses

Table 4.14 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .533 ^a | .284 | .235 | .35723 |

a. Predictors: (Constant), Employee involvement, continuous improvement and innovation, customer focus, supplier quality mgt, top mgt commitment

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 3.649 | 5 | .730 | 5.719 | .000 ^b |
| | Residual | 9.188 | 72 | .128 | | |
| | Total | 12.838 | 77 | | | |

a. Dependent Variable: operational performance

b. Predictors: (Constant), Employee involvement, continuous improvement and innovation, customer focus, supplier quality mgt, top mgt commitment

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|---------------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.108 | .706 | | 2.986 | .004 |
| | top mgt commitment | .302 | .108 | .318 | 2.803 | .007 |
| | customer focus | .236 | .111 | .226 | 2.133 | .036 |
| | supplier quality mgt | .111 | .092 | .132 | 1.201 | .234 |
| | continuous improvement and innovation | -.161 | .080 | -.203 | -2.006 | .049 |
| | Employee involvement | .035 | .103 | .040 | .343 | .732 |
| | | | | | | |

a. Dependent Variable: operational performance

4.4.1 Regression Model Summary

Model on table 4.14 sought to establish the regression between degree to which total quality practices are related to operational performance of Food companies is expressed in the positive correlation coefficient (r) = 0.533 and coefficient of determination, (r^2) = 0.284 as shown on table above This implies that the five independent variables together predict about 28 % of the variation in operational performance is explained by the joint dimensions of TQM of food and beverages companies.

4.4.2 Analysis of Variance

As shown in table 4.14 Analysis of variance (ANOVA) was used to test the implication of the regression model in relations to differences in means of the dependent and independent variables as shown on table above. The ANOVA test produced an F-value of 5.719 which is significant at $p=0.000$. This depicts that the regression model is significant at 95% confidence level. . The ANOVA results show that the model was significant ($F=5.719$, $p<0.05$. as a result the regression model is statistically significant in predicting how top management commitment, customer focus, supplier partnership, continuous improvements and employees' involvement practices affect operational performance of food companies.

4.4.3 Multiple Regression Analysis

This section discusses the results of hypotheses testing in relation to the research hypotheses. The study sought to examine how the variables of the study; Top management commitment, customer focus, supplier management, continuous improvement and innovation and lastly employees involvement (Hypothesis H_{01} to H_{05}).)

H_{01} : Top management commitment of TQM does not have effect on Operational Performance of Food &Beverages Manufacturing Companies in Kenya.

As shown in the table 4.14 the standardized coefficients show that the effect of Top management commitment on operational performance is positive and significant ($\beta =0.302$, $t =2.803$, $p< 0.05$). Therefore according to the results, the hypothesis was thus rejected. Therefore, it was concluded

that Top management commitment has statistically significant positive effect on operational performance. The study found that the coefficient of Top Management Involvement was positive. This indicates that the top management is involved in day to day operations of the company operations for the performance to improve.

This result concurs with the study of Mwaniki and Okibo (2014) where they found out that Top administration of NBK had shaped a clear vision that all personnel can classify and construe. By top management setting practical and attainable goals the complete team work hard towards achieving the goals this in turn is seen in go up in income of the bank. The top management of NBK recognize want for providing its personnel with required guidance and assets to ensure they carry out their duties well. From the findings NBK trains its staff previous to posting them to any new sector (Mwaniki & Okibo, 2014).

On the practice of top management commitment, the finding were consistent with that of Sigei(2014) who observed that there is increased tendency of managers to continue with an interior focus for TQM rather than adopt a customer focus, and this could enlighten why there is a shift in recognition from TQM to ISO9000, which is perhaps suggestive of managers' pre-occupation with achieving short-term results. TQM requires total support of top management, who understand that it is not a temporary cost lessening project but rather a long term venture, One possible elucidation could be due to the accomplishment of TQM implementation as measured by speed of delivery, high flexibility and high productivity that would lead to success in the minor measures such as financial and non-financial performance. (Sigei, 2014).

The findings were also consistent with those of Kathaara(2014) where the study results indicated that bank leadership plays an active role in creating strategies, plans and systems consequential from value management systems, provide conducive operational background to worker involvement in quality administration process, inclined the decision of selecting qualified suppliers and certifying suppliers for quality substance, creates strategies, plans and systems for achieving higher value in the organization and that has encouraged staff and administration in successful and competent use of the assets and efforts of the institution towards quality excellence.

H₀₂: Customer focus of TQM does not have effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya

The effect of customer focus on operational performance is positive and significant ($\beta = 0.236$, $t = 2.133$, $p < 0.05$). The second hypothesis was therefore rejected. It was therefore concluded that customer focus has statistically significant positive effect on operational performance.

The findings were consistent with the findings of Mwaniki and Okibo(2014) who found out that when the affiliation amid NBK and the purchaser improves, monetary performance improves and when the turn round happen, financial feat drops. NBK rolled out a 24 hour working call centre to be reception any customer's complaint as well as respond any purchaser query anytime any day. This was done as a way of the bank move to get better how it serves its clients. From the result NBK should build up ways of preparation its clientele how to use the merchandise the bank rolled out (Mwaniki & Okibo, 2014).

H₀₃: Supplier quality management of TQM does not have effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya.

The third hypothesis for this study was that supplier quality management of TQM does not have an effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya the effect of supplier relationship on operational performance is positive and insignificant ($\beta = 0.111$, $t = 1.201$, $p > 0.05$)and thus we fail to reject the third hypothesis. It was therefore concluded that Supplier quality management has statistically insignificant positive effect on operational performance.

The finding differs with those of Mwaniki and Okibo (2014) which indicates that when association between NBK and its vendors improves, monetary presentation also improves. When the association between NBK and suppliers deteriorates, financial performance drop (Mwaniki & Okibo, 2014).

The findings also differs with those of Kathaara(2014) that the banks had arrived into tactical corporation with sellers so as to make certain sustained execution of the bank's processes are continuous, The bank's has successfully harness the possible payback of creating partnership with suppliers, The bank's stimulates and facilitates communication with key suppliers the purpose of getting better their success and competence of stipulation of the requisite supplies,

The bank's habitually share with vendors information such as their desires and prospect and that the Bank's promote supplier value teamwork ensuing in operational execution.

H₀₄: Continuous improvement and innovation of TQM does not have effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya.

The fourth hypothesis for this study was that of Continuous Improvement and Innovation of TQM of TQM does not have an effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya. The effect of continuous improvement on operational performance is negative and insignificant ($\beta = -0.161$, $t = -2.006$, $p < 0.05$). . Therefore we reject the fourth hypothesis. It is therefore concluded that there is statistically significant negative effect of continuous improvement and innovation and operational performance.

From the findings on continuous improvement, there seems to be an agreement with Sigei (2014) with the aim of the objective of quality administration is to lessen costs and improve customer contentment. This shows that the outcomes will support the market-based theory that the competitive improvement coming from a bigger cost arrangement or being able to distinguish goods in a way that add worth for clientele and by producing products that better satisfy the requirements of customers, there is the potential for differentiation. (Sigei, 2014).

H₀₅: Employees involvement of TQM does not have effect on Operational performance of Food and Beverages Manufacturing Companies in Kenya.

The fifth hypothesis for this study was that Employee Involvement of TQM does not have an effect on Operational Performance of Food and Beverages Manufacturing Companies in Kenya, the effect of employee involvement on operational performance is positive and insignificant ($\beta = 0.035$, $t = 0.343$, $p > 0.05$). This shows that Employee involvement has positive insignificant effect on operational performance and thus the fifth hypothesis was not rejected, the results shows existence of statistically insignificant positive effect of employee involvement on operational performance.

The results on employee involvement were not consistent with the view of Sigei (2014) who pointed that quality hitches requires cross-functional communication at countless levels through the organization, which characteristically means establishing and using teams. The finding on

employee empowerment and training suggests that the companies undertake regular and continuous training aimed at improving the quality of the firm's products (Sigei, 2014).

The findings of the study were not consistent with those of Kathaara(2014) which shows that implementation of superiority organization has affected workers value of life, bank spend a big quantity of its yearly budget on workers guidance and growth on total quality supervision systems, workforce at all stages have the duty and authority to formulate decisions that touch them and their job teams, quality administration systems programme promotes the liberty of workforce to use their inventiveness in matters of customer delivery. There is extensive involvement and communication to employees on all matter that apprehension their work and association performance, payment system that support worker performance, contribution, idea and development of team-work have been instituted in the bank and Bank management has promoted the establishment of an environment that encourages employee efforts toward attainment of institutional objective.

H₀₆: Total Quality management does not have effect on operational performance of Food and Beverage Companies in Kenya.

The results shows that Top management commitment has the greatest effect on operational performance ($\beta = 0.3035$).

The full regression model in Table 4.14 can also be interpreted to show how dimensions of top management commitment, customer focus, supplier quality management and Employee involvement practices have positive coefficients, implying that these independent variables positively predict operational performance of food and beverages companies. Therefore taking all independent variables (top management commitment, customer focus, and Employee involvement practices) constant at zero (0); operational performance of food and beverage companies will be at 2.108 .

Therefore a unit increase in top management commitment, customer focus, Supplier quality management and Employee involvement practices will lead to, 0.3035, 0.236, 0.111, and 0.035 unit increase in operation performance of food and beverage companies.

The results of the study further indicate that p-value of (0.07) for Top management commitment, (0.036) for customer focus; (0.049) for continuous improvement and innovation are smaller than

the significance level of 0.05. The implications of these results are that there is a significant relationship between Top management commitment, customer focus, Continuous improvement and innovation, and operational performance of food and beverage companies in Nairobi. Therefore the sixth hypothesis was rejected. Hence, the equation for the regression model can be given by;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

$$Y = 2.108 + 0.3035X_1 + 0.236X_2 + 0.111X_3 - 0.161X_4 + 0.035 X_5$$

Where;

Y= Operational Performance

X1= Top management commitment

X2= Customer focus

X3= Supplier quality management

X4=Continuous improvement and innovation

X5 = Employee empowerment practices

$\beta_0 \beta_1 \beta_2 \beta_3 \beta_4 \beta_5$ are the coefficient of the variables.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study found out that total quality management improves operation performance thus reducing operation cost. Therefore the implementation of quality management systems has increased Food and beverages profitability, enhanced sales, increased company's competitiveness and resulted in acquisition of bigger market share, enhanced service delivery in the company, ensured effective waste reduction in operations, improved operation efficiency thus reducing operation costs and increased customer retention as a result of customer satisfaction.

5.1.1 Summary of the Findings

The first objective was to find out the effect of Top management commitment on operational performance. The findings reveal a positive significant relationship between Top management commitment and operational performance. Thus Hypothesis H_{01} was rejected. The study established that Food and beverages companies Top management commitment practices affect the operational performance of Food companies. That the implementation of total quality management has facilitated Food companies management to make available the essential assets to meet the new desires ensuing from quality administration systems, availed conducive functioning surroundings to worker taking part in quality association procedure, predisposed the resolution of selecting capable vendors and certifying suppliers for value material, create strategies, tactics and systems for achieving greater quality in the company and that has stimulated personnel and management in successful and competent use of the resources and efforts of the corporation towards quality distinction.

The second objective of the study was to determine the effect of customer focus on operational performance. The findings reveal a positive significant relationship between customer focus and operational performance. Therefore Hypothesis H_{02} was rejected. The study established that Food and beverage companies Customer focus affect operational performance of Food companies. The implementation of Customer focus has facilitated improved customer satisfaction, communication with clients has improved, and the number of complaints has also reduced due to effective complaint handling thereby leading to increase in number of loyal customers.

The third objective of the study was to determine the effect of Supplier quality management on operational performance. The findings reveal a positive insignificant relationship between supplier relationship and quality management and operational performance. Hence Hypothesis H₀₃ was not rejected. The results of the study showed that supplier partnership does not influence operation performance of food and beverage companies. The implementation of total quality management companies has not entered into tactical partnership with providers as a result as to ensure sustained execution of the food companies processes are continuous, The food companies has not effectively coupled the possible payback of creating partnerships with vendors, The food companies doesn't endorse and enables announcement with key vendors the aim of cultivating their usefulness and competence of stipulation of the requisite provisions, The food companies regularly shares with vendors information such as their wants and prospects and that the Food and beverages promotes supplier quality cooperation resulting in operational presentation.

The fourth objective of the study was to determine the effect of continuous improvement and innovation on operational performance. The findings reveal a negative significant relationship between continuous improvement and innovation and operational performance. Therefore we reject Hypothesis H₀₄. This therefore shows that the results will back the market-based theory that the aggressive advantage arising from a greater price structure or being able to distinguish products in a way that enhances value for clients and by producing products that better satisfy the requirements of customers, there is the potential for differentiation.

The fifth objective of the study was to determine the effect of employee involvement on operational performance. The findings reveal a positive insignificant relationship between employee involvement and operational performance. Therefore, Hypothesis H₀₅ was not rejected. The study found out that employee empowerment practices does not influences operation performance of Food companies. The findings of the study shows that implementation of excellence management has not affected workers quality of life, Food companies doesn't spend a bulky quantity of its yearly resources on workers guidance and growth on total quality administration systems, workers at all levels don't have the obligation and authority to make decisions that shape them and their job groups, quality administration systems have promoted the autonomy of workforce to utilize their proposal in matters of client delivery. There is no prevalent participation and announcement to workers on all matter that involve their job and association performance, prize systems that sustain employee feat, contribution, initiative and encouragement of team-work have been institute in the companies.

The sixth objective of the study was to determine the joint effect of Total Quality Management practices on Operational performance, Top management commitment, customer focus and Supplier quality management, continuous improvement and innovation and Employee involvement on operational performance. The corresponding hypothesis was tested using multiple regression analysis. The regression results showed that the combination of Top management commitment, Customer focus, Continuous improvement and innovation explained a greater variance in Operational performance than individual variables alone. The findings further revealed that Top management commitment had the greatest effect on operational performance. Therefore Hypothesis H₀₆ was rejected.

5.2 Conclusion

The usage of quality administration frameworks has expanded organizations' benefit, upgraded deals, and expanded organizations' intensity and brought about procurement of greater piece of the pie, improved administration conveyance in the organizations, guaranteed compelling waste diminishment in operations, enhanced operation execution hence lessening operation costs and expanded client maintenance therefore of consumer loyalty.

Execution of Total quality administration has encouraged organizations to give the essential assets to meet the new prerequisites coming about because of value administration frameworks, gave conducive workplace to representative inclusion in quality administration prepare, impacted the choice of choosing guaranteeing providers for quality material, makes methodologies, arrangements and frameworks for accomplishing predominant quality in the establishment and that has roused staff and administration in compelling and proficient utilization of the assets and endeavours of the foundation towards quality magnificence.

Quality administration has not influenced employees satisfaction, organizations doesn't spends a lot of its yearly spending plan on representatives preparing and improvement on Total quality administration frameworks, representatives at all levels have the obligation and expert to settle on choices that influence them and their work groups, quality administration frameworks have not advanced the opportunity of workers to utilize their drive in matters of client conveyance. There is no broad inclusion and correspondence to representatives on all matters that worry their occupation and association execution, remunerate frameworks that bolster worker execution, interest, activity and cultivating of collaboration have been founded in the sustenance organizations.

The usage of TQM in the organizations has not gone into vital association with providers in order to guarantee proceeded with execution of the organizations forms continuous, The organizations has not adequately bridled the potential advantages of setting up associations with providers, The organizations doesn't advances and encourages correspondence with key providers the point of enhancing their viability and productivity of arrangement of the required supplies, The organizations doesn't regularly imparts to providers data, for example, their necessities and desires and doesn't advances provider quality participation bringing about operational execution.

5.3 Recommendation

There is need for the organization's administration to execute authoritative TQM practices change in the association to upgrade the usage TQM to improve the association's methodology of ceaseless change, open correspondence and participation all through the association. Also, the organizations' administration sense of duty regarding quality need to pass on the stance, rationality and activities that aggregate quality administration usage will get a higher need in the association.

There is need for the organizations to organize and upgrade add up to quality administration preparing procedure to help in get ready representatives towards dealing with the total quality administration, in order to have the capacity to recognize and add to progressing quality change procedure of operational productivity.

There is need for organizations' administration to set clear, quantifiable and achievable targets with the goal that they will set the correct course for the firm. Furthermore they have to viably assign sufficient required assets and abilities in order to accomplish those destinations and in this way enhance operational execution and productivity.

There is need for organizations administration to set up develop and regard their providers as long haul accomplices as they are basic piece of the associations business operations and materials and bought parts are frequently a noteworthy wellspring of value issues. This will advance and encourage correspondence and in this way enhancing the adequacy and effectiveness of procedures that make esteem.

5.4 Limitations

The review utilized poll that depend on self-report reactions, however the issue with utilizing a survey is that it depends on the supposition that members would react to the inquiries in a legitimate and precise way.

It is not generally the case that members reply in a legitimate way. This is on account of members frequently giving answers that they accept to be alluring. However the scientist utilized subjective information to supplement the data gotten through the poll.

There were a few respondents who did not give legitimate data but rather gave general data making it hard to acquire the required data. However the specialist rotated shut and open finished inquiries with a specific end goal to find coordinate solutions.

Attributable to the way of the subject respondents, some hesitance was experienced from a few respondents as far as unveiling data as to the TQM works on ascending from dread of being decried by the directors in the association who are in charge of taking care of issues identified with the matter under review. However the analyst guaranteed the respondents of the privacy of the data that they gave and looked for expert from administration to attempt inquire about in the association. The analyst likewise connected the letter of expert from the college to the poll so as give further affirmation on the reason for the review.

5.5 Suggestions for further Studies

This review was conducted on Food and beverages manufacturing firms in Nairobi County. Manufacturing firms may contrast as far as learning needs and levels of competency in such manner when contrasted with administration firms and innovative firms. Along these lines the outcomes can't be summed up to all organizations. Other relevant contrasts countrywide may influence level of execution as this review concentrated on assembling firms inside Nairobi County as it were. The review ought to be duplicated in different ventures and in different nations. Such replication could additionally decide if the after-effects of this review can be summed up to a more extensive setting.

The study adopted an explanatory research design in which data was collected once at a single point in time due to constraints of cost and time. Although explanatory studies are helpful in getting insights into aspects of variables, perceptions vary over time and faces limitations in determining other causal relationships that may affect the study. Therefore, future research

should adopt longitudinal research design in data collection to enhance understanding of the linkages between variables or other causal relationships involved in the study.

This study only examined specific TQM management practices effects on total quality management practices and operational performance of Food and beverage companies in Kenya. However there are other effects TQM management practices which similarly have a say operational performance of Food and beverage companies hence it is recommended that further research on TQM management practices be done to recognize and inspect additional variables effect on performance of food and beverage companies.

In this study, knowledge based theory and resource based view were the only theory of reference for the study thus limiting other aspects of study that may affect organizational performance. Future research should broaden the conceptualization of knowledge theory to include other theories that may give depth to the study.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Introduction

I am an MBA (Operations Management) student at Egerton University. The purpose of this questionnaire is to gather information on the effect of implementation of Total Quality Management (TQM) on operational performance of large food manufacturing firms in Nairobi. The information provided for this research will be purely for academic purposes and will be treated with utmost confidentiality.

SECTION A: BACKGROUND INFORMATION

This section of the questionnaire refers to the background or biological information. Although I am aware of the sensitivity of the questions in this section, the information will allow me to compare group's respondents. Once again I assure you that your response will remain anonymous. Your co-operation is much appreciated.

SECTION A: Company's Profile

Please tick the appropriate box for the questions that follow below:

1. What is your job position in the firm? _____

2. What type of firm do you operate?

(a) Private (b) Majority Local

Public Majority Foreign

3. How old is your organization?

5 years and below 5-10 years 11-19 years over 20 years

4. How many employees are in this company?

Less than 20 between 20-50 between 51-100 above 100

5. What is the nature of business of your manufacturing company?

Alcoholic beverages Cocoa, Chocolate & Sugar Tobacco

Bakers and Millers Juices/Waters/Soft Drinks/Dairy Vegetable Oils

Slaughtering/Meat Preparation and Preservation

SECTION B: Extent of Application of TQM in Food& Beverages Manufacturing Industry in Kenya over the Past 5 Years

The questions are ranked on a five Likert scale. Rankings are 1. Strongly Disagree; 2.Disagree; 3.Neutral; 4. Agree; 5.Strongly Agree; please tick the number in the boxes that correspond to the Likert scale. Please indicate the extent to which you agree with the following statements

| B. Top Management Commitment aspects | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Organizational leaders take on the responsibility for developing quality oriented management systems | | | | | |
| Company leadership has provided the necessary resources to meet the new requirements resulting from quality management systems implementation | | | | | |
| Leaders personally evaluate the application and advancement of total quality principles | | | | | |
| Leaders assign resources for nonstop improvement of the management system | | | | | |
| Company Leadership has provided conducive working environment to employee involvement in quality management process | | | | | |
| The company Leadership influences the decision of selecting qualified suppliers and certifying suppliers for quality material | | | | | |
| The company leadership has inspired staff and management in effective and efficient use of the resources and efforts of the institution towards quality excellence | | | | | |
| Leaders intermingle with customers and keep in mind their contributions when designing goods and services | | | | | |
| leadership improves operational performance | | | | | |
| C. Customer Focus | 1 | 2 | 3 | 4 | 5 |
| The company focuses on improved satisfaction of our clients. | | | | | |
| The company focuses on better communication with our clients. | | | | | |
| Company focuses on a decline in the number of customer criticisms and grievances. | | | | | |
| The company focuses on Client consolidation, returning clients and loyal clients | | | | | |

| | | | | | |
|--|----------|----------|----------|----------|----------|
| The company responds quickly to customers complaints | | | | | |
| The company has effective process for resolving customer complaints | | | | | |
| D. Supplier Quality Management | 1 | 2 | 3 | 4 | 5 |
| The organization develops strategic alliances with suppliers | | | | | |
| The organization Works with suppliers to guarantee that expectations are met | | | | | |
| The organization involves suppliers timely in the product development process to take advantage of their capabilities and expertise | | | | | |
| Suppliers should embrace TQM and be involved in this process. | | | | | |
| Effective supply management practices enable the suppliers to adopt quality management and deliver reliable and high quality products and/or services timely | | | | | |
| F. Continuous Improvement & Innovation | 1 | 2 | 3 | 4 | 5 |
| The company undertakes quality audits and evaluation regularly | | | | | |
| Use of customer complaints as a method to initiate improvements in current processes | | | | | |
| The company evaluate the performance of suppliers | | | | | |
| The company improves employees competencies through trainings | | | | | |
| Regular departmental and employee appraisals carried out | | | | | |
| E. Employees Involvement Practices | 1 | 2 | 3 | 4 | 5 |
| Employees' effective knowledge and learning capability will provide sustainability of quality management in the firm. | | | | | |
| Employees are involved in decision making that affect their work | | | | | |
| Quality does not originate in one department or function; it is the concern of the whole firm | | | | | |
| Employees are given opportunity to suggest quality improvement | | | | | |
| Training is given to all employees based on the results of the training needs assessment to improve quality | | | | | |
| The employees are provided with feedback on their quality performance | | | | | |
| Effective training will lead to employees' loyalty to the firm, motivation, and work performance. | | | | | |
| If employees are educated on producing dependable and high quality products and/or services, their full participation in the production stage would be more productive | | | | | |
| employees believe that quality is their responsibility | | | | | |
| C. Operational Performance | 1 | 2 | 3 | 4 | 5 |
| Cost reduction | | | | | |
| Improved product/service quality | | | | | |
| Enhanced company profitability | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Improved product reliability | | | | | |
| Acquisition of bigger market share | | | | | |
| Increased order placement | | | | | |
| Effective waste reduction in operations | | | | | |
| Increased retention as a result of customer satisfaction | | | | | |
| Improved operation efficiency thus reducing operation costs | | | | | |
| Increased order placement | | | | | |

.....Thank you for your participation.....

APPENDIX II: List of Food and Beverages Manufacturing Companies in Nairobi County

| ALCOHOLIC BEVERAGES | COCOA, CHOCOLATE & SUGAR |
|------------------------------|---|
| Africa Spirits Limited | Cadbury Kenya Limited |
| London Distillers | C.Dormans Ltd |
| EA Breweries | Chandaria Industries |
| Kenya Breweries Ltd. | Candy Kenya Ltd. |
| Erdemann Co. | Kenafric Industries Ltd. |
| Global Merchants | Kenya Sweets Ltd. |
| Kenya Wine Agencies | Kwality Candies & Sweets Ltd. |
| BAKERS AND MILLERS | Kenya Nut Company |
| Pembe Flour Mills | Nestle Foods Kenya |
| Rafiki Millers LTD. | Patco Industries Ltd |
| Unga Group | Pearl Industries |
| Kamili Packers | Wrigley Company EA |
| Kapa Oil Refineries | Desbro Kenya Ltd |
| Tri-Clover Industries | Kenafric Dairies |
| Barley EAML Ltd | Premiere Food Industries |
| Jambo Biscuits | Tru Foods Ltd |
| Bakers Corner Ltd. | C.Czarnikorv Sugar EA |
| Ennsvalley Bakery Ltd. | Al-Mahra Industries |
| Mini Bakeries Ltd. | Kenya Tea Development Agency |
| Company (K) | JUICES/WATERS/CARBONATED SOFT DRINKS/DAIRY |
| Proctor & Allan (E.A) Ltd | Aquamist Ltd. |
| Manji Food Industries | Excel Chemicals Ltd |
| Danone Baby Nutrition | Kevian Kenya Ltd |
| Haco Tiger Bands | Europack Industries Ltd |
| Gonas Best Ltd | Avoken Limited |
| Chirag Kenya Limited | Razco Ltd |
| Tropikal Brand (Afrika) Ltd. | Glaciers Products |
| DPL Festive Ltd. | Beverage Services Ltd |
| Spice World | Miritini Kenya Ltd |

| | |
|--|--|
| Nairobi Flour Mills | Pristine International |
| Premier Flour Mills | Coca-cola East and Central Africa Ltd |
| Mayfeeds Kenya Limited | Kuguru Food Complex Limited |
| Melvin Marsh International | Nairobi Bottlers |
| Promasidor Kenya Limited | SBC Kenya Ltd |
| Wanji Food Industries Ltd | Green Forest Foods |
| Belfast Millers | Bounty Ltd |
| Biofood Products | Trust Feeds Ltd |
| Value Pack Foods | New KCC Ltd |
| SLAUGHTERING/PREPARATION AND PRESERVATION OF MEAT | Sameer Agriculture& Livestock Kenya Ltd. |
| Kenchic Ltd | Palmhouse Dairies |
| Highland Canners Ltd | TOBACCO |
| Alpha Fine Foods Ltd. | British American Tobacco Kenya Ltd. |
| W.E Tilley Ltd | Mastermind Tobacco Ltd |
| Farmers Choice Ltd | VEGETABLE OILS |
| East African Sea Food Ltd | Edible Oil Products |
| | Giloil Company Limited |
| | Frigoken Ltd |

(Kenya Association of Manufacturers, 2014).