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TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF CEMENT MANUFACTURING COMPANIES IN KENYA

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ABSTRACT

A firm's performance is a function of how well managers use quality management practices to improve the quality of products and services. In today's global environment, organizationsare constantly looking for ways to expand and improve their businesses in terms of quality to enhance performance. Quality management practices have been used by manufacturing firmsin Kenya to improve on performance. However, customers are still complaining that the quality of manufactured products has been compromised. The Objective of the study was to examine the influence of total quality management practices on performance of cement manufacturing companies in Kenya. Specific objectives to assess the influence of customer focus and Top management commitment practices on performance on cement manufacturing firms in Kenya. The study was guided by Customer relationship management theory and Transformational leadership theory. This research study adopted descriptive research design. The target population was composed of 63 management staff employed in the Cement Limited companies in Kenya. The study employed a census on all the population elements. This was because the population is relatively small to carry out sampling. The study used a semi- structured questionnaire to be administered using a drop and pick later method. Data collected was purely quantitative and it was analyzed by descriptive analysis. The descriptive statistical tools such as Statistical Package for Social Sciences (SPSS Version 21.0) and MS Excel were used to extract frequencies, percentages, means and other central tendencies. Tables and figures were used to summarize responses for further analysis and facilitate comparison in the presentations. In view of the study findings, it can be concluded that performance of cement manufacturing firms in Kenya were positively affected by Customer Focus and Top Management Commitment. Recommendations were made on the study that manufacturing firms should adopt customer focus and top management Commitment with the aim of enhancing Performance of Cement Manufacturing Companies.

Keywords: *Customer Focus, Top Management Commitment, Performance*

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INTRODUCTION

Today, there is no single universal definition of quality. Some people view quality as “performance to standards” others view it as “meeting the customer’s needs” or “satisfying the customer”. (Brah & Tee (2012). Quality management system is defined as a “set of coordinated activities to direct and control an organization in order to continually improve the effectiveness and efficiency of its performance”. Brah & Tee, (2012) continues to say that organization should make strategic decision to adopt a quality management system based on the organization’s strategy, objectives, structure, size, products and services offered. This is also true in the manufacturing sector.

Total quality management is one of the most popular and durable management concepts and it has passed through a number of phases since 1920s. The roots of Total Quality Management (TQM) go back to the teachings of Drucker, Juran, Deming, Ishikawa, Crosby, Feigenbaum and countless other people that have studied, practiced, and tried to refine the process of organizational management. TQM is a collection of principles, techniques, processes, and best practices that over time have been proven effective. In today’s businesses, there is a growing recognition within the manufacturing sector that isolated improvements in particular aspects of business are no longer adequate and that a holistic strategy is needed to bring competitive advantage in the market place and this can only be achieved by adaptation of total quality management which is not just concerned with services and process development and customer delivery but also with the relationship with suppliers, customers, commercial and managerial processes and the contribution of all employees no matter where ever they work in the organization (Zairi, 2020).

Globally, the International Monetary Fund (IMF) recognizes the manufacturing sector as a vital contributor to economic growth and development, constituting over 16% of global Gross Domestic Product (GDP) according to the IMF World Manufacturing Industrial Report (2022). Consequently, many local economies have initiated region-specific initiatives aimed at accelerating the growth of the manufacturing sector. These efforts underscore the sector's significance in driving economic progress and prosperity on a global scale (IMF, 2022).

However, the onset of the Covid-19 pandemic has significantly disrupted the global manufacturing sector, leading to the closure of numerous manufacturing facilities worldwide. The United Nations Conference on Trade and Development (UNCTAD) warns that the pandemic's impact could result in a contraction of the global manufacturing industry by anywhere between 5 to 15% (UNCTAD, 2020). Moreover, the pandemic-induced disruptions have reverberated throughout the global manufacturing supply chain, resulting in substantial losses, particularly during the initial lockdown phases (UNCTAD, 2020).

In Africa, the manufacturing sector has faced persistent challenges, with its growth trajectory trailing behind even before the Covid-19 pandemic struck. According to data from 2017, the share of manufacturing in sub-Saharan Africa's total GDP was just below 10%, indicating a relatively modest contribution compared to other regions (UNCTAD, 2017). In key indicators of industrial development such as Manufacturing Value Added (MVA) and manufacturing exports, Africa significantly lags behind the rest of the world, including emerging economies in developing countries. This lag underscores the structural and systemic barriers that have hindered the sector's growth and development (UNCTAD, 2017).

The UN Economic Commission for Africa (ECA) has highlighted a concerning trend regarding the manufacturing sector's contribution to the continent's GDP. Despite efforts to promote industrialization, the ECA reported that Africa's manufacturing sector's contribution declined from 12% in 1980 to 11% in 2013 (ECA, 2015). This stagnation over the past few years indicates a lack of significant progress in enhancing the

manufacturing sector's role as a driver of economic growth and development on the continent.

Locally, Kenya's manufacturing sector has encountered a similar stagnation as observed in the broader regional context. According to data from the Kenya National Bureau of Statistics (2018), the contribution of the manufacturing sector to the country's economy has remained stagnant, hovering below 10% of the gross domestic product (GDP). Specifically, in 2017, the manufacturing sector's contribution to GDP stood at 8.4%. Recognizing the need for revitalization, the Kenyan government launched the Big 4 Agenda, which aimed to elevate the manufacturing sector's GDP contribution to 15% by 2022, signaling a renewed commitment to industrial development (Kenya National Bureau of Statistics, 2018).

Organizations that implement Total Quality Management (TQM), as highlighted by Baraza (2015), gain a competitive edge in terms of efficiency and customer satisfaction. TQM practices are adopted to ensure improved operational and financial performance, as noted by Hughes (2013). Consequently, many manufacturing firms in Kenya have embarked on initiatives to enhance their performance. However, despite these efforts, customer complaints regarding compromised product quality persist. Quality management practices have played a significant role in business improvement by instilling awareness across all organizational levels to eliminate errors and minimize waste, as emphasized by Hogan (2014). Overall, these industries have effectively utilized various TQM principles to ensure efficiency and effectiveness.

Statement of the Problem

Responding to the world-wide pressure from customers' demand for high quality standards of goods and services, Total Quality Management practices remain the main practices been adopted by many organizations in the world today. cement industry is facing growing challenges. One major challenge is the impact of the Covid-19 pandemic, which led to a decline in demand for cement and all other business lines such as ready-mixed concrete (RMX), aggregates and asphalt others been conserving material and energy resources, as well as reducing carbon dioxide emissions. However, the Cement producers are striving to increase energy efficiency and the use of alternative raw materials and fuels all points in order to meet customers 'needs without holding high stock levels (Kaynak, 2022).

In order to remain in the cutting-edge business these cement manufacturing companies can only make use of various tools and business philosophies to expedite improvements across business functions. Total Quality Management practices is one such business philosophy (Dean & Bowen, 2020). According to Kenya National Bureau of statistics (2020) and Kenya association of Manufacturers (2020), cement production in Kenya decreased over and above 7.5 metric tons in 2020 the confront been high cost of electricity due to high tariffs as well as inadequate power supply, costly imported coal, small capacities for clinker and cement production, lobbying for the introduction of concrete roads in Kenya that will require plenty of cement , reaching the highest volume during the period observed, as compared to the previous years, against the 34% increase of importation of cement products within East Africa region and international markets.

This projectory demand of cement industry is expected to reach 5.5-6.0 Million MT per annum (MTPA) by 2025 demand been driven by different sectors such as housing boom constructions, Government funded infrastructures just to name a few, KAM industry report survey outlook (2020). The above scenario support analysis shows that export of cement has been declining since 2016, with a decrease of 58.3% from 144.3 thousand tonnes in 2018 to 60.2 thousand tonnes in 2019. On the other hand, cement imports increased by 14.9% from 23.0 thousand tonnes in 2018 to 26.4 thousand tonnes in 2019. There are a number of probable reasons that make cement less tradable commodity across borders KAM (2020). This

therefore demonstrate a reduced production of cement locally. Total Quality management practices can be viewed as the right integration of manpower, technology and processes merge to improve productivity and worth of any business operations, whereas lowering the daily cost of operations to a more acceptable level. The outcome is that resources can be redirected to a new and value adding initiatives that will bring additional capability to the organization rather than being used to manage operational tasks (Dhillon, 2020). With the ever-increasing changing technology and challenges facing the cement industry, cement companies will only be forced to adapt to increasing pressures to enhance production and improve better supply that are cutting edge in nature in order to remain viable in this stiff competitive environment. Present studies have provided new insights and various methods from different perspectives into TQM practices.

Nevertheless, some inadequacies emerge from these studies on TQM that have been mainly conducted in service sector. There is still a gap for more studies on the subject to be undertaken in manufacturing industry especially in cement manufacturing companies. Locally, various studies have been done on TQM in other sectors and not in cement industry. Ondiek, Kisombe and Magutu (2013) did research on effect of TQM practices and operations performance of manufacturing industries in Kenya did not fully understand lean operation concepts and have therefore not reaped the full benefits of lean implementation. Wamweya (2013) studied TQM in the lift Industry and the research objective was to find out aspects that affect the adoption of TQM practices and their perceived performance in the lift firms in Kenya the study concluded that TQM has a favorable impact on customer's repatronage motives indicating that satisfaction of customers and TQM have a critical part to play in the performance and continuity of any lift company in Kenya. Either of these approaches may be accompanied by focusing efforts on a given market niche. Faezi (2014) envisaged that generic strategies need to be complemented with TQM implementation in order to provide sustenance and achieve high performance. The relationship between organization performance and TQM practices hasn't been thoroughly explored. Not-withstanding some efforts in the area of applicability of TQM practices, there are some inadequacies of methodical empirical evidence in respect to the degree of TQM practices in cement sector. Hence this study examined the influence of total quality management practices on performance of cement manufacturing companiesin Kenya.

Specific Objectives

- To assess the influence of customer focus on performance of manufacturing firms in Kenya.
- To determine the influence of Top management commitment on performance of cement manufacturing firms in Kenya.

LITERATURE REVIEW

Theoretical Review

Customer Relationship Management Theory

Customer relationship theory was developed by Westch, (2005). According to the theory, customer relationship management is a combination of relationship marketing and customer centric where justice theory had applied in customer relationship theory. Justice theory involves the elements of trust, satisfaction and loyalty where these elements should have in the relationship between customers and organizations. There are three types of justice theories namely distributive, interactional and procedural. Distributive justice means the perception an individual holds the fairness of outcome. Interactional justice is perceived fairness of the interpersonal interaction in decision process. Finally, procedural justice is a fairness of the process.

Customer relationship marketing is a limited part of the marketing relationship structure, which is the creation and development of long-term, profitable

and interactive relationships with both existing and potential customers. In all marketing activities a customer-oriented approach is strategic to companies nowadays than before. Therefore, relationships with

customers have to be maintained effectively (Pitta & Katsanis, 2005). This, theory supports the customer focus variable.

Transformational Leadership Theory

The transformational leadership was initially introduced by leadership expert McGregor Burns (1978) by then he was distinguishing between ordinary (transactional) leaders, who exchanged tangible rewards for the work and loyalty of followers, and extraordinary (transformational) leaders who engaged with followers, focused on higher order intrinsic needs, and raised consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved (Barnett, McCormick and Conners,2001; Judge and Piccolo, 2004). Through the strength of their vision and personality, management commitment is positively related to the success of quality management in an organization by that been able to inspire followers to change their expectations, perceptions and motivation to work leading to achievement of organizational goals. Management support also referred to as leadership commitment is one of the practices or principles of the quality management system. In the cement manufacturing management can be referred to as the corner stone of a successful Quality Management to handle the affairs of the human capital deployed.

Top Management Commitment in organizations maintains the leadership responsibility for the quality management systems, with involvement of all organizational staffs. This responsibilityincludes; ensuring the availability of resources to all staff to ensure improved servicedelivery is achieved for the realization of the organization's vision and mission. Establishing and reviewing the quality policy and quality objectives quarterly to ensure compliance to thequality standards (Matata, 2015).

Conceptual Frame Work

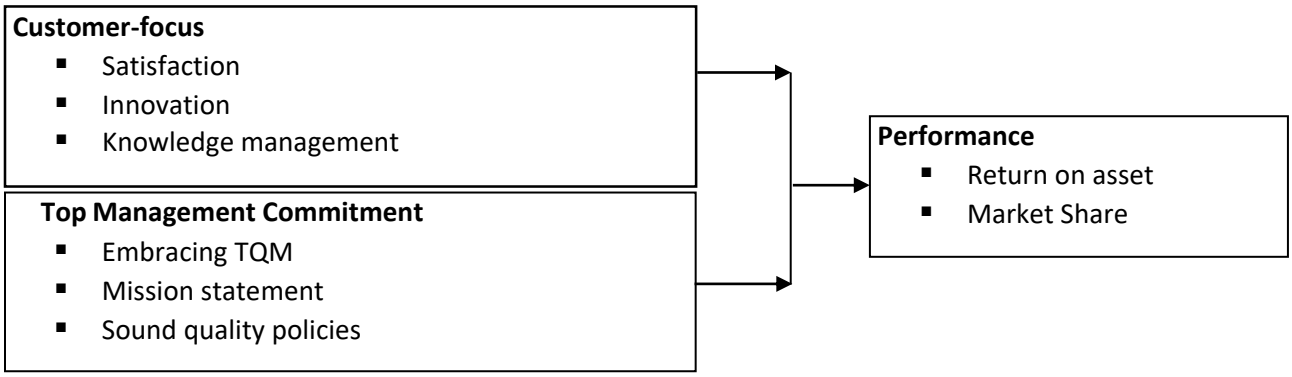

Figure 1: Conceptual Framework

Empirical Review

Neto et al. (2007), state that matching or exceeding the customer's expectations results in a satisfied customer. They argue that meeting customer's expectations can reflect how loyal a client becomes to a provider or a brand and can result in higher sales, lower levels of sensitivity to price and positive comments about the provider and the brand.Idoro (2008) are of the view that clients' satisfaction can be measured from several perspectives. However, three parameters, time, cost and quality, remain the most prominent in research studies.

Rotoli (2007) is of the position that the project goal, which considers the clients' goals, is measured from several perspectives, but the main aim is to prompt clients to identify and clearly present their goals and to motivate all managers involved to inform

and remind all individuals of the project goals.

Michell (2007) note that clients' primary concern is the completion of the project within the budget and deadline and at the required level of quality. Time dimension of assessing projects success is the most common aspect brought out in the literature review and lastly, Pretorius (2012), found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices.

Daniel, Prinzessin, and Utz (2017) investigated the top management commitment role in rational decision making in the critical situation for the development of organizational performance, and concluded that the speed of decision-making is affected by decision maker's achievements, motivation, networking abilities, and action orientation. The success of any quality management effort depends upon a number of organizational factors. As indicated by Gray, Clifford, and Larson (2018), characteristics of an effective and productive project team are team spirit, trust and quality of information exchange among team members. In addition, these characteristics contribute towards effective decision- making processes, enhancing commitment of team members, developing self-forcing and self-correcting project controls.

According to Gorbovtsov (2016), team members must possess certain team-related skills to perform effectively. Research has shown team members must be able to adapt to unpredictable situations, monitor each other's behavior, and provide constructive feedback to improve overall team performance.

METHODOLOGY

Research Design: A descriptive survey approach was preferred for the study since it explored and answered the questions what? Where? how? of an underlying condition or phenomena (Kothari, 2011). The current research applied positivism philosophy so as to justify the theories or explanations in the study. The philosophy recognized variables in the study and linked them to hypotheses.

Target Population: The target population for this study constituted the cement manufacturing companies as listed in Kenya Association of Manufacturers (2022). The target population were nine (9) cement manufacturing companies listed at (KAM) as of April 2022 while, Account/Finance Officer, Quality Assurance Officer, Public Relations Officer, Supply Chain Manager, Marketing Officer, Production Officer and Environmental Officer were identified as the target respondents. The reasons for selecting the target personnel was that they are involved in day to day running of their respective cement companies (Bryman & Bell, 2016).

Sampling: The sampling frame for this study was nine (9) cement manufacturing companies in Kenya as listed KAM (2020). Due to the small size of population, census was used where study population constituted the sample size. Therefore, the study carried out a census of nine cement manufacturing companies in Kenya.

Data Collection Methods: The researcher used questionnaires as primary data collection instrument. The secondary data was collected from external sources and internet. Further, the study collected data from government publications, the Kenya Gazette, companies' newsletters, previous studies and from unpublished reports.

Data processing and presentation: The study employed descriptive statistics that is mean and standard deviation as well as inferential statistics; correlation and regression analysis to analyze the data obtained. Statistical package for social sciences (SPSS) was used to analyze the data. Data used frequency distribution tables. The researcher used Multiple Regression Model, whereby the variables of interest are TQM practices (independent variables) and performance (dependent variable). The following was the model

used and was applicable.

$Y= \beta+ \beta_1X_1+\beta_2X_2+\varepsilon$

FINDINGS AND DISCUSSIONS

Response Rate

The researcher distributed 63 questionnaires to the respondents out of which 53 were completed filled and returned. This represented a response rate of 84.1% and this was adequate for analysis. According to Fincham (2008) a response rate of above 60% is considered adequate for analysis and the study response rate was above this threshold and therefore adequate for analysis.

Descriptive Statistics on Customer Focus

The study sought the level of response in the aspect of the Total Quality Management Practices on Customer Focus using a five-point Likert scale. The respondents expressed their opinion in the form of Strongly Disagree (SD), Disagree (D), Neither Agree nor Disagree (U), Agree (A), strongly Agree (SA)

Table 1: Customer Focus

Statement	SD	D	N	A	SA	Mean	Standard Deviation
We offer customized customer services	2.0%	6.0%	13.3%	60.7%	18.0%	3.87	0.85
We produce specialty products	11.3%	5.3%	5.4%	48.0%	30.0%	3.80	1.25
We meet our customer needs more than our competitors	6.7%	13.3%	4.0%	50.0%	26.0%	3.75	1.18
We offer tailored market communication messages to specific market segments	8.0%	14.0%	6.0%	55.3%	16.7%	3.59	1.16
We quickly respond to changes in demand of our customers.	6.7%	14.0%	10.0%	41.3%	28.0%	3.70	1.21
Our prices are set based the products quality	2.7%	17.4%	10.1%	60.4%	9.4%	3.56	0.97
Our company knows our external customers' current and future requirements	4.0%	6.0%	17.3%	45.4%	27.3%	3.86	1.02

From the finding in table 1, majority of the respondents agreed that they offered customized customer services as shown by the mean of 3.87 and standard deviation of 0.85. On the other hand, when the respondents were asked if they produce specialty products they agreed as shown by the mean of 3.80 and standard deviation of 1.25. On the other hand, majority of the respondents unanimously agreed that they meet customer needs more than their competitors as depicted by 3.75 and standard deviation of 1.18.

On the statement that they offered tailored market communication messages to specific market segments. most of the respondents were in consensus as depicted by the mean of 3.59 and a standard deviation of 1.16. The study noted that majority of the respondents agreed that they quickly respond to changes in demand of our customers as indicated by the mean of 3.70 and standard deviation of 1.21. Concerning the prices being set based on the products quality was clearly depicted by the mean of 3.56 and a standard deviation of 0.97. On the other hand, most of the respondents agreed that the company knew their external customers' current and future requirements as depicted by the mean of 3.86 and standard deviation of 1.02.

Descriptive Statistics on Top Management Commitment

To obtain information about the first independent variable Top Management Commitment, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements.

Table 2: Top Management Commitment frequencies

Top Management Commitment	SD	D	N	A	SA	Mean	Std. Dev.
The firm embraces Top Management Commitment as a total quality management practice and measuring performance.	2.0	2.8	11.5	30.7	53.0	4.30	0.922
Total Quality Management initiatives in our cement firm start at the top with the senior managers.	5.6	7.2	5.5	53.8	27.9	3.91	1.058
All senior managers demonstrate their seriousness and commitment to quality implementation in our cement firm..	6.8	26.1	19.1	27.3	20.7	3.31	1.229
Senior managers Communicate to us (employees) on strategies and benefits of Total quality management.	10.4	2.8	19.1	41.8	25.9	3.70	1.188
The firm has a sound quality policy that is supportedby plans and facilities to implement it	21.9	-	29.1	39.0	10.0	3.15	1.284
The firm Leadership prepare, review and monitor.	-	-	9.6	41.0	49.4	4.40	0.658
The firm's leadership develops a mission statement and strategies that are translated into action plans within the institution.	7.6	5.6	17.9	52.6	16.3	3.65	1.061

On the statement "The firm embraces Top Management Commitment as a total quality management practice, evaluating and measuring performance" 2.0% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 11.5% of the respondents neither agreed nor disagreed to the statement, 30.7% of the respondents agreed to the statement whereas 53.0% of the respondents strongly agreed to the statement, with a mean of 4.30 and standard deviation 0.922.

On the statement "Total Quality Management initiatives in our cement firm start at the top with the senior managers" 5.6% strongly disagreed to the statement, 7.2% of the respondents disagreed to the statement, 5.5% of the respondents neither agreed nor disagreed to the statement, 53.8% of the respondents agreed to the statement whereas 27.9% of the respondents strongly agreed to the statement, with a mean of 3.91 and standard deviation 1.058. On the statement "All senior managers demonstrate their seriousness and commitment to quality implementation in our cement firm., 6.8% strongly disagreed to the statement, 26.1% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 27.3% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.31 and standard deviation 1.229.

Regarding the statement "Senior managers Communicate to us (employees) on strategies and benefits of Total quality management.", 10.4% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of

3.70 and standard deviation 1.188. On the statement "The firm has a sound quality policy that is supported by plans and facilities to implement it" 21.9% strongly disagreed to the statement, 29.1% of the respondents neither agreed nor disagreed to the statement, 39.0% of the respondents agreed to the statement whereas 10.0% of the respondents strongly agreed to the statement, with a mean of 3.15 and standard deviation 1.284.

On the statement "The firm Leadership prepare, review and monitor" 9.6% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement whereas 49.4% of the respondents strongly agreed to the statement, with a mean of 4.40 and standard deviation 0.658. Finally, on the statement "The firm's leadership develops a mission statementand strategies that are translated into action plans within the institution" 7.6% strongly disagreed to the statement, 5.6% disagreed to the statement, 17.9% of the respondents neither agreed nor disagreed to the statement, 52.6% of the respondents agreed to the statement whereas 16.3% of the respondents strongly agreed to the statement, with a mean of 3.65 and standard deviation 1.061.

Correlation of Total Quality Management Practices s and Performance of Cement Manufacturing Companies in Kenya

The study employed Pearson correlation coefficient to determine the relationship between the independent variables and dependent variable. The Pearson correlation coefficient was employed to determine association between Total Quality Management Practices s and Performance. The correlation finding is presented in table 3.

Table 3: Correlation of Total Quality Management Practices and Performance of Cement Manufacturing Companies in Kenya

Variable		Performance
Performance	Pearson Correlation	1
	Sig. (2-tailed)	
	N	63
Customer Focus	Pearson Correlation	.632**
	Sig. (2-tailed)	0.000
	N	63
Top Management Commitment	Pearson Correlation	.734**
	Sig. (2-tailed)	0.000
	N	63

From the finding of the study it revealed that Customer Focus feature of Total Quality Management Practices had a positive and significant association with Performance making (r=.632, 0000<0.05). This implied that the association between Customer Focus and Performance is moderate and positive. According Meikle, et al. (2016), Customer Focus in an organization could be substantial especially when coming from the leaders in the organization.

The study established that the association of Top Management Commitment an aspect of Total Quality Management Practices and Performance making is positive and significant (r=.734, 0000<0.05). The study signified that the association between Top Management commitment an aspect of Total Quality Management Practices and Performance making is moderate and positive.

Regression Analysis

The study sought to establish the relationship between Total Quality Management Practices and Performance of Cement Manufacturing Companies in Kenya. The finding on the coefficient of determination is presented in table 4 in the model summary.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921[a]	0.848	0.782	.35029

a Predictors: (Constant), Top Management Commitment, Customer Focus

From the finding in table 4, regression summary model of Total Quality Management Practices and Performance of Cement Manufacturing Companies in Kenya, there is presentation of the R (Joint correlation) as well as R Square (Coefficient of determination). The results showed an R squared value of 0.848 which indicates that the joint correlation of all the four variables on performance of cement manufacturing firms was positive and strong. The result also indicated that a coefficient of determination of R Square = 0.848 (p=0.000<0.05). This signified that 84.8% of Performance of Cement Manufacturing Companies in Kenya was explained by the four Total Quality Management Practices that was studied: Top Management Commitment, Technology Adoption, Customer Focus and Continuous Improvement and the rest is explained by other factors that are not included in the model. The analysis of variance finding is presented in table 5.

Table 5: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.092	2	4.046	27.227	.000b
	Residual	7.43	50	0.1486		
	Total	15.522	52			

a Dependent Variable: Performance

b Predictors: (Constant), Top Management commitment, Customer Focus

From the results in table 5, regression ANOVA model of Total Quality Management Practices and Performances (F= 27.227, p = .000<0.05) predictor in the model of Total Quality Management Practices on Performances. The table 6 presents the findings of the coefficients of regression of Total Quality Management Practices in Performances.

Table 6: Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.105	0.273		7.715	0.000
	Customer Focus	0.745	0.335	0.576	2.224	0.000
	Top Management Commitment	0.682	0.067	0.231	10.181	0.007

a Dependent variable: Performance

The results of the study revealed that Top Management Commitment has a positive and significant effect on Performances (β=0.682, p=0.007<0.05). This signified that Top Management Commitment enhances Performances whenever improvement is accelerated. Top Management Commitment is very critical component of Performance making.

The study deduced that Customer Focus, an aspect of Total Quality Management Practices has a positive and significant effect on Performances (β=0.745, p=0.000<0.05). This implied that enhancement of Customer Focus improves the Performance making. It was evident from the study that Customer Focus significantly affected the Performances.

CONCLUSION

In view of the study findings, it can be concluded that Customer Focus has a positive and significant effect on decision making. Customer Focus is much related with growth. Focusing on customer needs means enhanced growth as customers will associate with produced goods. This agrees with the findinds cited under emphirical studies for example findings by Neto et al. (2007), stated that matching or exceeding the customer's expectations results in a satisfied customer. They argued that meeting customer's expectations reflect how loyal a client becomes to a provider or a brand and can result in higher sales, lower levels of sensitivity to price and positive comments about the provider and the brand.

Finally, the study concluded that Top Management Commitment is strong predictor of Performances. The Top Management Commitment bias further supports the notion that people fail to properly calculate and utilize probability in their decisions. The finding agrees with previous studies done before for example under study by Daniel, Prinzessin, and Utz (2017) that investigated the top management commitment role in rational decision making in the critical situation for the development of organizational performance which concluded that the speed of decision-making is affected by decision maker's achievements, motivation, networking abilities, and action orientation.

RECOMMENDATIONS

Manufacturing firms should adopt customer focus as a practice of TQM with the aim of enhancing Performance of Cement Manufacturing Companies through customer satisfaction.

Firms in the manufacturing sector should enhance top management commitment to quality management as a strategy of enhancing Performance of Cement Manufacturing Companies.

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