



**AN ASSESSMENT ON THE ROLE OF TOP MANAGEMENT SUPPORT PRACTICE ON PERFORMANCE OF STEEL  
MANUFACTURING COMPANIES IN KENYA**

**WAHOME RURERI, PROF. GREGORY SIMIYU NAMUSONGE PHD, DR. FRED MWIRIGI MUGAMBI PHD**

---

**AN ASSESSMENT ON THE ROLE OF TOP MANAGEMENT SUPPORT PRACTICE ON PERFORMANCE OF STEEL  
MANUFACTURING COMPANIES IN KENYA**

**Wahome Rureri<sup>\*1</sup> Prof. Gregory Simiyu Namusonge, PhD<sup>2</sup> Dr. Fred Mwirigi Mugambi, PhD<sup>3</sup>**

<sup>1</sup>Deputy Principal, Masai Technical Training Institute, P.O Box 125 - 01100, Kajiado

<sup>2</sup>Professor, School of Entrepreneurship, Procurement & Management, JKUAT, P.O. Box 62,000 – 00200 Nairobi,  
Kenya

<sup>3</sup>Deputy Commissioner, Academics & Student Affairs, KESRA, Kenya Revenue Authority, P.O. Box 48,240 – 00100  
Nairobi, Kenya

**Accepted: June 18, 2017**

---

**Abstract**

*The purpose of this paper was to assess the role of top management support practice in selected steel manufacturing firms in Kenya and its effect on financial performance of the organizations. The study adopted a descriptive survey research design that collected both qualitative and quantitative data through structured questionnaires. The target population was the 46 listed Kenyan Steel Manufacturing Companies. Sample size was determined by the use of Krejcie and Morgan's Sample Size Table. The sample size of the targeted population was 42. Data was collected from Management Representatives or Quality Assurance Managers or their equivalents and had a response rate of 100%. Descriptive statistics was used to analyze quantitative data while qualitative data was used to supplement interpretation of quantitative data. Testing of hypotheses was done using Analysis of Variance. Variance Inflation Factor was used to illustrate the significance of the association between financial performance and top management support practice. The study concluded that top management support practice contributes significantly to the performance of Steel Manufacturing companies in Kenya. Using regression analysis, the study revealed that top management support practice statistically significantly predicted the performance of Steel Manufacturing Companies in Kenya, with F statistic of 74.801 with probability value p of 0.000 ( $p < 0.05$ ). The analysis further revealed that there is a fairly strong correlation between top management support practice and performance of Steel Manufacturing companies in Kenya ( $R = 0.807$ ,  $R^2 = 0.652$ ). The study recommended that top management should allocate more resources towards quality improvement and they should ensure that they set quality goals and distribute them throughout the organization.*

**Key words:** Quality Management Systems, Organizational Performance, Kenyan Steel Manufacturing Sector, Top Management Support.

## Introduction

In such a competitive environment resulted from world globalization and liberalization, firms survive with much difficulty unless they create the competitive advantage over their competitors (Agus, 2004). Customers' needs become increasingly difficult to meet. They demand for faster response, better value for money, products or services, more product varieties, expect lower prices, reliable delivery, and product integrity. Many manufacturing industries have awakened due to this phenomenon to become aware of the need to prioritize quality as the competitive marketing strategy in the global market. The principles of Quality Management Systems (QMS) have been successfully adopted and applied in the manufacturing sector by most of the developed countries. Over the past periods of International Organization for Standardization (ISO) certification as a quality management system in the manufacturing sector, customers and major stakeholders of these organizations have raised dissatisfaction on the results as they sometimes do not relate to quality service delivery on the ground which is expected to improve on organizational performance as perceived and received by the public. Quality management system (QMS) is a systematic approach to proactively managing quality based on documented standards and operating procedures. With the increasing competitive, business survival pressure and the dynamic, changing customer-oriented environment, a certified quality management system has been proposed to improve organizational performance and has generated a substantial amount of interest among managers and researchers (Sousa & Voss, 2002). Certified quality systems are progressively being adopted by all types of industries worldwide due to the fact that many business organizations are actively seeking ways in which they can improve the products and services they offer (Alonso-

Almeida and Rudriguez-Anton, 2011). For long term survival organizations must adopt a broad, strong strategy that gives a sustainable competitive advantage and superior services that distinguish the organization from its competitors.

Industry comprises of manufacturing, construction and mining activities. Manufacturing is the art of transformation of raw materials into either intermediate goods or final products through mechanized process. Kenya's steel manufacturing sector is among the key productive sectors identified for economic growth and development because of its immense potential for wealth, employment creation and poverty alleviation. In addition, the sector will continue to provide impetus towards achievement of Millennium Development Goals (MDGs) both in the medium and long term particularly goal one on Eradication of extreme Poverty and hunger and goal eight on Global Partnerships for Development (Government of Kenya, 2002). According to the Manufacturing and Industry Sector Report (2011), the sector is expected to play a key role in the growth of the Kenyan economy. The overall goal of the sector is to increase its contribution to Gross Domestic Product (GDP) by at least 10 per cent per annum. In addition the sector is expected to register a growth of 10 per cent in the medium term period, (2008-2012) this is to be driven largely by local, regional and global markets. Industrial activity, concentrated around the two major urban centres, Nairobi and Mombasa, is dominated by food-processing industries such as grain milling, beer production, and sugarcane crushing, and the fabrication of consumer goods, e.g., vehicles from kits.

A study by Muturi and Ochieng (2015) on the impact of ISO 9001 implementation on Organizational Performance in Kenya found that ISO 9001 certification has had a positive influence on

the organizations' return on assets thus improving its performance. They however did not specifically deal with the manufacturing sector. Ruinge & Kimani, (2015) studied on the relationship between selected total quality management practices employed by public secondary schools principals and students' performance in Kenya Certificate of Secondary Education in Kiambu County, Kenya (Ruinge & Kimani, 2015). The findings revealed that, school focus on meeting student's needs, establishment of performance objectives (goal setting) on curricular activities and embracement of high level of communication on curricular issues especially from the students, enhance students' performance in national examinations.

Although a number of studies have been done on the effects of certified quality management systems on organizational performance, there is limited information within the context of steel manufacturing industry in Kenya. These studies, Muturi and Ochieng (2015), Ruinge and Kimani (2015), Matata and Wafula (2015) did not explore the effects of certified quality management systems on performance of steel manufacturing companies in Kenya. This study empirically examined the extent to which top management support influences the relationship between certified Quality Management System practices and organizational performance in Kenyan steel manufacturing sector.

### **Top Management Support in the Steel Manufacturing Companies**

Top management can be referred to as the corner stone of a successful Quality Management System programme. Wahid and Corner's (2009) study on service firms in Malaysia established that ISO implementation is a critical factor on performance. The study ranked the support and involvement of the top managements a most critical factor. The conclusion made from the results of the 83.33% of the respondents interviewed stated that the

success and sustainability of ISO 9001 is influenced by top management. Javed (2015), conducted a study whose objective was to empirically investigate the impact of top management commitment on the success of quality management. The Correlation analysis explained a positive moderate relationship between top management commitment and success of quality management. That is, top management commitment is positively related to the success of quality management in an organization. Kiprotich (2014), studied on the degree, to which top management sets up quality management objectives and strategies, provides and allocates necessary resources, contributes in quality improvement efforts, and assesses quality management implementation and performance. Quality Management System is a way of life for a company. It has to be introduced and led by top management. Kiprotich (2014), noted that attempts to implement QMS often fail because top management doesn't lead and get committed - instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company, and in creating and deploying well defined systems, methods and performance measures for achieving those goals. These systems and methods guide all quality activities and encourage participation by all employees (Sturman, 2014).

Top Management in organizations maintains the leadership responsibility for the quality management systems, with involvement of all organizational staffs. This responsibility includes; ensuring the availability of resources to all staff to ensure improved service delivery 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

the quality standards (Matata, 2015). Leaders should provide a clear vision of the organization's future and set challenging goals and targets. It is only through unity of purpose and direction of employees that achieves organization's objectives. Leader should maintain internal environment where people can get fully involved by establishing trust and eliminating fear. Cole & Phil (2011) defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Lee (2011), investigated top management commitment role in maintenance of ISO 9001:2008 and in outcomes of Quality Management System in Algeria, practices and implementation in two large service organizations. The investigation concerned with top management commitment and leadership from different approaches such as involvement in quality improvement, providing necessary resources and showing steady commitment to quality perfection. Through applying different analysis techniques, the results showed a variation in extent of top management commitment role in ISO 9001:2008 maintenance and TQM system and practices between the two organizations. The respondents of the first company reflected higher positive statements on their top management. The final conclusion of the study emphasized on the positive role of top management in ISO 9001:2008 maintenance and TQM system outcomes (Lee, 2011).

An investigation into ISO 9001:2008 certified public universities operating in Kenya and Uganda to identify the most important factor for the implementation of TQM revealed that management leadership and commitment are imperative factors in implementation of TQM (Gudo, 2016). From a service quality approach Mustafa (2011), found that

leadership as TQM construct has a strong positive association with service quality in the commercial banks in Malaysia. The same degree of importance of management leadership is supported by findings of a study conducted by Charles Kombo Okioga, (2012). Outcomes of the study showed visionary leadership as one of most four critical human resource related factors that promise successful TQM implementation in high education institutes in Kenya. The authors discussed vitality and criticality function of visionary leadership in high education institutions. This importance occurs in involvement of top executives in creating sustains and customer orientation work dimension and presenting apparent quality values in their institutes. The positive impact of leadership in TQM in high education has been outlined in a study that assigned weights to the criteria of the Malcolm Baldrige National. It is therefore apparent that top management support is pertinent to the success of Quality Management System implementation in organizational settings. If leadership roles in TQM aren't taken up by Chief Executive Officers (CEO's) and their line senior managers, nothing much in ways of changes would be implemented and any such won't stand the test of time.

## **Literature Review**

### **European Foundation for Quality Management (EFQM) Model**

The European Foundation for Quality Management (EFQM) Model is based upon nine criteria for quality management. There are five enablers (criteria covering the basis of what a company does) and four results (criteria covering what a company achieves). The result is a model that refrains from prescribing any one methodology, but rather recognizes the diversity in quality management methodologies. The nine criteria as defined by the EFQM Model are: focus on results – pleasing company stakeholders with results achieved by

stakeholders is a primary focus; focus on customers – it is vital that a company's quality management leads to customer satisfaction; Management Focus – constancy of purpose and consistent, visionary leadership, process and facts, in which the management breaks down everything into systems, processes and facts for easy monitoring, training; and Involving Employees – Employees should receive professional development opportunities and be encouraged to remain involved in the company; Continuous Learning – everyone should be provided with opportunities for learning on the job, Developing Partnerships – It is important to encourage partnerships that add value to the company's improvement process; Social Responsibility of the Corporation – The company should always act in a way where it is responsible towards the environment and society at large (James & William, 2008, Goetsch & Davis, 2013). This model was helpful in relating quality management to employee involvement and performance measurement.

### **Six Sigma Theory**

Six Sigma is one of the most effective problem solving methodologies for improving business and organizational performance. Other persons described Six Sigma as a disciplined and statistically based approach for improving product and process quality. Also, Six Sigma refers to a business process that allows organizations to improve drastically their bottom line by designing and monitoring everyday business activities in ways that minimize waste and resources while increasing customer satisfaction (Harry & Schroeder, 2000). Three of the Six Sigma practices have been found to have a very strong relationship with the seven traditional Quality Management practices and their effects on performance. To better illustrate the complex relationships of these practices, the model adopted the classification of infrastructure and core practices proposed by where the infrastructure

practices are to create an organizational environment supporting Quality Management implementation, and the core practices focus on applying tools and techniques in continuous improvement (Flynn & Sakakibara, 1995, Sousa & Voss, 2002). The model starts with top management support on the left to highlight the ultimate importance of senior managers' leadership and support for Quality Management implementation. The upper half consists of traditional Quality Management infrastructure practices (i.e., customer relationship, supplier relationship, and workforce management) and traditional Quality Management core practices (i.e., quality information, product/service design, and process management). The lower half presents three Six Sigma practices. Six Sigma role structure is considered as an infrastructure practice in that it is part of human resource infrastructure to assist the deployment of Six Sigma (Antony & Banuelas, 2002). Six Sigma structured improvement procedure and Six Sigma focus on metrics are two core practices as they represent the methodological elements of Six Sigma by emphasizing use of scientific methods, statistical tools, and quantitative metrics (Choo, Linderman, & Schroeder, 2004). This model suggests that the Six Sigma practices and traditional Quality Management practices work together to improve quality performance and business performance.

### **Research Methodology**

The study adopted a descriptive research design that enabled the researcher gather information exhaustively on the subject matter. The mixed research design that consist both qualitative and quantitative approaches allows researcher to collect information from the people on their habits, opinions, attitudes and any other educational or social issues (Namusonge, 2010). Quantitative approach strives for precision by focusing on. Data collected was analyzed using Statistical Package for Social Sciences (SPSS). Variance inflation factor was

used to illustrate the significance of the association between performance and top management support. The target population in this study was 46 steel manufacturing firms in Kenya listed in the Kenyan Business Directory 2015 (Directory, 2015). An accessible population was drawn from the target population according to (Mugenda & Mugenda, 2003) who pointed out that it is impractical to select a representative sample from the target population because it may be difficult to identify individual members. This study employed sampling whose purpose was to secure a representative group which enabled the study gain information about a population. The study used simple random sampling. The study used questionnaires to collect data from Management Representatives or Quality Assurance Managers or their equivalents in 42 Kenyan manufacturing firms in the metal and allied sector. The questionnaire comprised of both structured and unstructured questions. To check and improve reliability and validity, a pilot study was undertaken in five companies that did not form part of the main study. Data was entered into Statistical Package for Social Scientists (SPSS) after which descriptive and inferential statistics were obtained. Frequency distributions were obtained for all personal data or classification variables.

**Table 1: Model Summary for Top Management Support practice**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.807 <sup>a</sup>	0.652	0.643	0.508

a. Predictors: (Constant), Top Management Support

Table 2 shows results of analysis of variance (ANOVA) between top management support and organizational performance of the steel manufacturing companies in Kenya. The results indicate that the regression model predicts the outcome variable significantly. This indicates the statistical significance of the regression model that

## Results and Discussion

The regression analysis revealed the relationship between the dependent variable, performance of steel manufacturing companies in Kenya and independent variable which is top management support practice. From Table 1, R value is 0.807 which represents the simple correlation. It indicates a fairly strong degree of correlation between top management support and organizational performance of Steel manufacturing companies in Kenya. The R<sup>2</sup> value indicates how much of the dependent variable, "organizational performance", can be explained by the independent variable, "top management support". In this case, 0.652 can be explained, which is strong. This implied that the performance being experienced by the steel manufacturing companies in Kenya is driven by top management support to a moderate extent. In the context of QMS, this indicated that top management support practice in the steel manufacturing companies had significantly contributed to improved quality management and in the long run had led to improved organizational performance.

was applied. An attained F statistic of 74.809 supported by a probability (*p*) value of 0.000 (*p* < 0.05), indicated that the model was significant. This indicates that on overall, the model applied can statistically significantly predict the outcome variable.

**Table 2: Analysis of Variance ANOVA<sup>a</sup> (F-Test) for Top Management Support practice**

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.308	1	19.308	74.899	0.000 <sup>b</sup>
Residual	10.311	40	0.258		
Total	29.619	41			

a. Dependent Variable: Organizational Performance of steel manufacturing companies in Kenya.

b. Predictors: (Constant), Top Management Support practice, X<sub>1</sub>

Results of statistical analysis shown in Table 3 provide the information needed to predict organizational performance from Top Management Support. Both the constant and Top Management Support contributes significantly to the model. The linear regression model is presented as follows;  $Y = \beta_0 + \beta_1 X_1 + \epsilon$ ; where Y = Performance of Steel Manufacturing Companies in Kenya;  $\beta_0$ ,  $\beta_1$ ,  $\alpha$  = Coefficient of Performance of Steel

manufacturing companies; X<sub>1</sub> = Top Management Support practice. Therefore  $Y = 1.62 + 0.551X_1 + \epsilon$ . The collinearity statistics returned a VIF value of 3. The interpretation was guided by the range where VIF = 1 showed no correlation,  $1 < VIF < 5$  showed moderately correlation of variables while  $VIF > 5$  to 10 meant highly correlated. In this case, the results showed that employee's involvement and organizational performance are moderately correlated. The results are shown below;

**Table 3: Coefficient and the Variance Inflation Factor for Top Management Support practice**

Model 1	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta			VIF
(Constant)	1.62	0.201		0.805	0.0426	
Top Management Support	0.551	0.064	0.807	8.654	0.000	1.000

a. Dependent Variable: Performance of Steel Manufacturing companies in Kenya

b. Predictors: (Constant), Top Management Support practice X<sub>1</sub>

The findings concur Chin (2003), who focused on the impact of ISO and the firm's performance and established that the most important factor in the standardization process and subsequent certification is the top management. In the same vein, Chin-Keng (2011), indicated that top management needed to be more helpful and effective towards TQM practices and implementation. The findings in this current study suggest that there are deficiencies from the top management's commitment to quality management in terms of involving and training employees, despite the fact that their role in achieving quality

performance is very crucial. The study suggests that the top management in an organization is responsible for the active encouragement in the implementation of the QMS.

### Conclusion

The study concluded that top management support practice contributes significantly to the performance of Steel Manufacturing companies in Kenya. Regression analysis results support the finding with F statistic of 74.809 with a probability (p) value of 0.000 ( $p < 0.05$ ) indicating that the



model was significant. Correlation analysis results shows that there is a fairly strong correlation between top management support practice and the performance of Steel Manufacturing companies in Kenya, ( $R=0.807$  and  $R^2=0.652$ ). The findings from descriptive analysis indicates that majority of the steel manufacturing companies, top management encourages employee involvement in the quality improvement process while in most of the companies, internal process improvement has led to externally observable improvements. However, some of the shortcomings established in the study affecting majority of the steel manufacturing companies in Kenya include failure by top management to allocate adequate resources

towards efforts of improving quality. This is a failure in implementation of the quality management system but not the system itself.

### Recommendations

The study recommends that top management in the steel manufacturing companies should take responsibility for the active encouragement in the implementation of the QMS. They should allocate more resources towards quality improvement and they should ensure that they set quality goals and distribute them throughout the organization. The person in charge of quality management should report directly to the chief executive officer.

### References

- Aaker, J. L., Emily, N. G., & Kathleen, D. V. (2007). Cultivating Admiration in Brands: Warmth, Competence, and Landing in the "Golden Quadrant. *ournal of Consumer Psychology*, 1-15.
- Abdullah, A.-N., Rushami, Z. Y., & Rabi. (2013). The Moderator Effect of the Relationship Between Soft Total Quality Management Practices and Performance in Municipalities. *Australian Journal of Basic and Applied Sciences*,, 10.
- Agus, A. (2004). Total Quality Managements a Focus for Improving Overall Service Performance and Customer satisfaction: an empirical study on a public service Sector in Malaysia. *Total Quality Management and Business Excellence*,, No. 5.
- Allen, R. S. (2001). —The role of the reward system for a total quality management based strategy. . *Journal of Organizational Change* 14(2): , 110-131.
- American Society for Quality. (2017). What is a Quality Management System (QMS) ISO 9001 & Other Quality Management Systems. Milwaukee, Wisconsin, USA: ASQ.
- Antony, J., & Banuelas, R. (2002). Key Ingredients for the Effective Implementation of the Six Sigma Program. *Measuring Business Excellence*, pp. 20-27.
- Arauz, & Suzuki. (2004). "ISO 9000 Performance in Japanese industries". *Total Quality Management and Business Excellence Journal*", pp. 3-33.
- Baird, K., Hu, K. J., & Reeve, R. (2011). "The relationships between organizational culture, total quality management practices and operational performance". *International Journal of Operations & Production Management*, Vol. 31 Iss: 7, pp.789 - 814.
- Birnberg, J. G. (2011). A Pioneering Thinker in Management Accounting. *MEMORIAL*, 593-602.
- Caver, K., Mlodzik, K., Pinc, C., & White, R. (2017). *Aligning Organizational Culture With Business Strategy*. London, UK.

- Chin, S. K. (2003). Construction in Hong Kong: success factors for ISO 9000 implementation. . *Journal of Construction Engineering and Management*, Vol. 129 No. 6, , 599-609.
- Choo, A. S., Linderman, K. W., & Schroeder, R. G. (2004). Method and Context Perspectives on Learning and Knowledge Creation in Quality Management. *Journal of Operations Management*, 59-75.
- Crosby, D. C. (2009). *What Should The Quality Manager Do?* New York, USA.
- Dale, B. (2003). *Managing quality. Fourth Edition.* . Herfordshire:: Prentice Hall.
- Das, A., Kumar, V., & Kumar, U. (2011). "The Role of Leadership Competencies for Implementing TQM: An Empirical Study in Thai Manufacturing Industry". *International Journal of Quality & Reliability Management*, Vol. 28 Iss: 2, pp.195 - 219.
- Delic, M., Radlovacki, V., Kamberovic, B., Maksimovic, R., & Pecujilija, M. (2013). Examining Relationships between Quality Management and Organisational Performance in Transitional Economies. *Total Quality Management and Business Excellence*, Volume 25, Pages 367-382.
- Devi Indra, R. (2006). Six Sigma implementation, organisational change and the impact on performance measurement systems. *International Journal of Six Sigma and Competitive Advant.*
- FONOLO. (2017). 17 Important Customer Experience Statistics for the Call Center. Toronto, , Canada.
- Goetsch, D. L., & Davis, S. B. (2013). *Quality Management for Organizational Excellence: Introduction to Total Quality.* New Jersey: Pearson.
- Government of Kenya. (2002). Poverty Reduction strategy paper for the period 2001 2004 . Nairobi, Kenya.
- Gudo, D. C. (2016). Influence of Financing on Quality of University Education in . *International Journal of Managerial Studies and Research (IJMSR)*, 10.
- Harry, M., & Schroeder, R. (2000). *Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations.* New York: Doubleday Random House, Inc.
- International Organization for Standardization. (2016). ISO 9001 Auditing Practices Group Guidance on Adding Value. Geneva, , Switzerland.
- ISO. (2008). *ISO 9001:2008 Quality Management Systems – Requirements, ISO* . Switzerland: 4th, Edition.
- James, R. E., & William, M. L. (2008). *Managing for Quality and Performance Excellence, 9th Ed.* New York: Thomson Learning.
- Javed, S. (2015). Impact of Top Management Commitment on Quality Management. *International Journal of Scientific and Research Publications, Volume 5.*
- Kim, D. Y., Kumar, V., & Umar, K. (2012). Relationship between Quality Management Practices and Innovation. *Journal of Operations Management*, pp.295–315.
- Kipkebut, D. J. (2010). Human Resource Management Practices and Organizational Commitment in Higher Educational Institutions: A Kenyan case. *Journal of Organizational Behavior.*
- Kothari, C. R. (2004). *Research Methodology- Methods and Techniques.* New Delhi:: New Age international (P) Ltd,.
- Krejcie, & Morgan. (1970). Hebrew numerals. 2.

- Lee, C. J. (2011). Understanding Bank Service Quality in Customers' Terms: An Exploratory Analysis of Top-Of-Mind Definition. *International Journal of Business and Social Science*, 7.
- Llorens Montes, F. M. (2008). Influence of Leadership and Teamwork work Cohesion on Organizational Learning, Innovation and Performance: An Empirical Examination. *Technovation*, 25, pp. 1159-1172.
- Mangula, M. S. (2013). Effect of Quality Management Systems (ISO 9001) Certification on Organizational Performance in Tanzania: A Case Of Manufacturing Industries In Morogoro. *International Journal of Technology Enhancements and Emerging Engineering Research*, 1 (1).
- Marina, K. (2015). The Relationship between Total Quality Management (TQM) and Strategic Management. *Journal of Economics, Business and Management*, 537-541.
- Mark, S., Philip, L., & Adrian, T. (2009). *Research Methods for Business Students*. Financial Times Prentice Hall.
- Michie, & West. (2004). Managing People and Performance: An Evidence Based Applied to Health Service Organizations. *International Journal of Management Reviews*. 2004;5/6, 91–111.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research Methods: Quantitative & Qualitative Approaches*. Nairobi: Acts Press.
- NBRI. (2016). Why and How to Measure Customer Satisfaction. New York, USA.
- Oakland, J. S. (1996-2016). *Oakland on Quality Management*. Amazon: Routledge.
- Ochieng, & Jackie. (2015). The impact of ISO 9001 implementation on organizational performance in Kenya. *TQM Journal*.
- Odhiambo C. A., D. O. (2014). The influence of balance scoreland system on productivity at Kenya wildlife service. *International Journal of Education and Research*, 10.
- Orodho, J. A. (2005). *Elements of Education and Social Science Research Methods*. Nairobi: Kanezja Publishers.
- Peter K.C. Lee, W. T. (2009). The Implementation and Performance Outcomes of ISO 9000 in Service Organizations: An Empirical Taxonomy. *International Journal of Quality & Reliability Management*, Vol. 26 Iss: 7, pp.646 - 662.
- Prajogo, D. &. (2004). —The relationship between TQM practices and quality performance and the role of formal TQM programs: An Australian empirical study. *Quality Management Journal*, Vol. 11, 31-43.
- Prakash J. Singha, ,. . ( 2011). A resource dependence theory perspective of ISO 9000 in managing organizational environment. *Journal of Operations Management*, Pages 49–64.
- Prottas, D. J. (2016). McGregor's Theory X/Y and Job Performance: A Multilevel, Multi-source Analysis. *Journal of Managerial Issues*.
- Richard, P. J., Devinney, T., Yip, G., & Johnson, G. (2009). easuring Organizational Performance: Towards ethodological Best Practice. *Journal of Management*, 35(3), 123-137.
- Ruinge, M. W., & Kimani, G. N. (2015). Relationship between Selected Total Quality Management Practices Employed By Public Secondary Schools Principals and Students' Performance in Kenya Certificate of Secondary Education in Kiambu County, Kenya. *International Journal of Education and Practice* , 66-79.

- Soltani, & Wilkinson. (2010). "The effect of in congruency of senior and middle managers orientation on TQM programs". *International Journal of operations and Production Management, Vol 30, no 4,*, pp. 365-397.
- Sousa, R., & Voss, C. A. (2002). Quality Management Revisited: A Reflective Review and Agenda for Future Research. *Journal of Opertions Management, 91-109.*
- Stainow, C. (2011). The Role of CAPA (Corrective Action and Preventive Action) in Continuous Improvement. London, UK.
- Sturman, M. C. (2014). The Differential Effects of the Quality and Quantit y. *Cornell Hospitality Quarterly, 13.*
- Su, Q., Li, Z., Zhang, S.-X., Lui, Y.-Y., & Dang, J.-x. (2008). "The impacts of quality management practices on business performance: An empirical investigation from China". *International Journal of Quality & Reliability Management, Vol. 25 Iss: 8,* pp.809 - 823.
- Talib, F. (2013). An overview of total quality management: understanding the fundamentals in service organization,. *International Journal of Advanced Quality Management, Volume 1, Issue 1,* pp.1-20.
- Tan Chin-Keng, A.-R. H. (2011). Study of Quality Management in Construction Projects. *Chinese Business Review, 10(7),* 542-552.
- Thursby, M. C. (2014). The Importance of Engineering: Education, Employment, and Innovation . *national academic of engineering.*
- Yusof S.M., e. a. (1999). Critical Success Factors for Total Quality Management in Implementation in Small and Medium Enterprises. *Total Quality Management. 10 (4&5),* 803-809 .
- Yusuf Y. (2007). Implementation of TQM in China and Organizational Performance: An Empirical Investigation. *Total Quality Management. 18 (5),* 509-530.