

TOTAL QUALITY MANAGEMENT PRACTICES AND SERVICE DELIVERY OF SMALL AND MEDIUM ENTERPRISES: CASE OF HORIZONS OFFICES LIMITED IN KENYA

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ABSTRACT

The service industry has consistently been characterized by persistent operational inefficiency and poor customer services and in order to address the problems of inefficiency in service delivery these organizations are fast adopting TQM in order to make them effective in meeting public demands. Despite the fact that quality management practices have been recognized by many organizations as capable of transforming the quality culture and producing substantial financial results for large size companies, some concerns have been raised about validity of quality management practices to generate real economic gains and or improve financial performance of firms. TQM is not only limited to product quality improvement. It also covers a wider aspect of quality. Previous empirical studies regarding the linkage between TQM and organizational performance as well as quality have shown significant and positive results. The main focus of TQM is to improve overall quality including process quality and service quality. Successful TQM implementation will give benefits in improving quality and reducing rework as well as reduction in costs of poor quality such as scrap, rework, late deliveries, warranty and replacement. TQM implementation correlates with quality conformance. The general objective of the study was to establish the effect of total quality management practices on service delivery at the Horizon Offices Limited, Kenya. The specific objectives were to determine the effect of the employee involvement, technology adoption, continuous improvement and cultural change

on service delivery at Horizon Offices Limited, Kenya. The research was guided by leadership based theory, institutional theory and Deming's theory of quality management. The study used a descriptive research design. The population of study was management staff at the four sections of the firm which include service offices, customized offices, co-working offices and virtual offices section. This consisted of 129 respondents who are the management staff of the three sections. A sample of 65 respondents was taken which formed 50% of the target population which was evenly spread across the four sections. The primary data was collected by use of self-administered semi-structured questionnaire. Data analysis was done by use of descriptive statistics such as frequencies, percentages, mean scores and standard deviation with the aid of SPSS and presented through tables, charts, graphs, frequencies and percentages. The study concluded that total quality management practices significantly influenced the quality of service delivery at the Horizon Offices Limited, Kenya. The study concluded that the the firm significantly involved employees through motivation, consultation, incorporating their input and ideas, remunerating and compensating them competitively and engaging them regularly and giving them priority. The study concluded that to a significant extent Horizon Offices embraced technology to enhance quality service delivery through capacity building, proficiency, digitizing communication, knowledge management, innovations and allocating more resources to new technology. It was concluded that to a significant extent the firm embraces Kaizen

concept or continuous improvement through training, regular innovations, improved models of communications, system upgrade and updates of accounts to enhance quality and performance. The study concluded that the firm embraces a cultural change that favors quality service delivery. The firm observed structure management, learning culture, prioritizing employee welfare and embracing new ideas and ways of improving

service delivery. The study recommends that the Horizon Offices Limited should ensure all employees are significantly involved in decision making, management and system improvement to ensure they are motivated and perform.

Key Words: *total quality management practices, service delivery, small and medium enterprises, Horizons Offices Limited, Kenya*

INTRODUCTION

With the ever rising level of competition among organizations globally, it is the aim of every organization to achieve and maintain a sustainable competitive edge. This is only possible if an organization engages in operations or produces products that are able to effectively compete in the market. Bearing in mind the nature of the current market; characterized by ever stiffening competition and ever changing customer expectations and demand, an organization must come up with unique competitive strategies and produce goods and services that continuously meet and exceed these demand and expectations. This calls for continuous quality improvement through participation of all stakeholders (internal and external customers of the organization) (Salaheldin, 2017).

In today's constantly changing business environment, providing a superior service quality, through an adequate and a strong focus on customer is one of the key factors enabling firms to gain a lasting competitive advantage in winning the market. For this, nowadays marketers are trying to focus more on a continuous monitoring and evaluation of service quality, involving various innovative offerings and service developments, which have a direct influence on customers' service experiences. Providing a quality service is therefore about meeting and even, depending on the company's capability, excelling customers' expectation. In other words, it is the difference between expectation prior to the service encounter and the actual perceived service that the company provides, making it to be reliant on the customer's satisfaction or service experience (Kawe, 2015).

In practical business settings, implementation of TQM requires a great deal of change in most organizations. For this change, some factors or associated activities are involved to implement TQM in organizations. The implementation of TQM in practice is not straight forward as TQM does not occur overnight. It takes long time to be effective in changed culture. Indeed, it requires time and patience to complete the process of sharing organizational culture. Moreover, the results may not see for a long period of time. Several steps must be taken in the process of shifting to quality management in an organization. Total Quality Management has always been seen as a

critical issue to gain competitive edge over rivals. As a result this topic has attracted the attention of many researchers who have given a great deal on TQM and its implementation.

Soltani (2003), in his study of one hundred and fifty UK-based quality-focused organization's identified reasons for failure in TQM programs in manufacturing firms as management lack of knowledge about what TQM is, ineffective communication between management and employee and low involvement of other levels of management within the organization. Mosadeghrad (2014) states that TQM aims to enhance customer satisfaction and organizational performance by providing high quality products and services through participation and collaboration of all stakeholders, teamwork, a customer orientation, continuous improvement and process performance by applying the techniques and tools of quality management.

Ater (2013) notes that although most firms in the developing economies appreciate quality management they face a number of challenges in implementation of quality practices making it difficult for them to fully comply with quality management. Oluyede, (2010) study found out that, TQM is now creeping in Kenya, at the public sector organizations more so in the service provision sector, including education, information, healthcare and tourism. In the education sector TQM is commonly used among the higher learning institutions. The use of TQM in these institutions has come under serious threat due to the managerial styles, organizational culture, technological orientation and the mode and system of communication. Omware (2012), adoption of TQM for the first time is associated with development of new organizational policy, new procedures and new tools that must be learned.

TQM is an organizational change process that is often associated with instability, confusion, and employees' resistance and must be carefully initiated through consistent management involvement. Ilies, (2011) indicates that to achieve TQM implementation desire, it is necessary to be aware of issues as involvement of management in the improvement process of continuous quality basic strategic objective, changes in organizational culture: implementing a philosophy that confirms this focus, encourages the involvement of all staff, as well as internal customers, continuous improvement, Introducing the change through instruction, communication recognition performance; managers' behavior; teamwork; program to meet customer expectations , attitude of the managers who have to use quality tools and encourage communication and feedback to ensure an enabling environment for improved quality, developing quality strategy by defining the mission and quality policy formulation to achieve the strategic objectives of quality and training and development of staff.

One of the management approaches that can be used to achieve continuous quality improvement is Total Quality Management (TQM). Although TQM practices are applied differently in manufacturing and service industries, it is interesting to juxtapose and compare the TQM practices implemented and the relationship of these practices to service delivery in both manufacturing and service industries. Correctly managed TQM towards achieving maximum service delivery is

strategically and tactically important for obtaining a competitive advantage in the manufacturing and service industries (Cheah et al, 2016). The implementation of TQM involves the buying in of different units involved in the process of service delivery into the ideology and practices of quality management, which should be championed by the leadership of the organizational activities. That is, the support and primary activities of service delivery must inculcate quality in their activities.

Total Quality Management (TQM) is a quality improvement body of methodologies that are customer-based and service oriented. TQM was first developed in Japan, and then spread in popularity. However, while TQM may refer to a set of customer based practices that intend to improve quality and promote process improvement, there are several different theories at work guiding TQM practices. This study is rooted in Deming's theory of Total Quality Management which rests upon fourteen points of management he identified, the system of profound knowledge, and the Shewart Cycle (Plan-Do-Check-Act). Philip Crosby is another person credited with starting the TQM movement. He made the point, much like Deming, that if you spend money on quality, it is money that is well spent (Dean & Evans, 2014).

Total quality management has now become an important aspect of management due to increased competition among companies and quality issues associated with company operations; the survival of a business mainly depends upon the quality associated with the product. However, competition has become more challenging today than ever before, while customer expectations of service quality are higher than ever. To deliver superior quality of service to the customers, organizations are re-engineering their systems, operations, culture and adopting strategies in order to be customer focused. Quality has emerged to be the key component and critical success factor in most manufacturing as well as service organizations (Dale, 2014).

To enhance service delivery and customer confidence, Horizon Offices has successfully implemented TQM. This has turned to be a strategic force at the Company, which has resulted in numerous benefits including: accountability, improved customer satisfaction, superior employee focus and enthusiasm, decreased waste and enhanced overall performance and service delivery.

STATEMENT OF THE PROBLEM

The serviced offices industry has consistently been characterized by persistent operational inefficiency and poor customer services and in order to address the problems of inefficiency in service delivery these organizations are fast adopting TQM in order to make them effective in meeting public demands (Maxwell, 2011). Despite the fact that quality management practices have been recognized by many organization as capable of transforming the quality culture and producing substantial financial results for large size companies, some concerns have been raised about validity of quality management practices to generate real economic gains and or improve financial performance of firms. A number of empirical studies have been conducted since the 1980's in order to explore the variance between quality management practices and financial performance. In Kenya, many organizations, especially at the service industry have embraced

quality management techniques such as ISO standards and TQM programs. For instance, all government parastatals, Public Universities and other established companies in Kenya are currently ISO certified (Kenya Bureau of Standards, 2014). It has been pointed out that some elements of TQM are not adhered to making it less effective to address the challenges to quality. Despite the existence of quality policy across organizations in Kenya, concerns have been raised over the lack of implementation of TQM across organizations. Horizon Offices, Kenya has not been spared to the problem of implementing Total Quality Management and service delivery. The study picked on Horizon offices since it is a pioneer in the industry and due to its adverse presence and impact in the rental offices service sector which has not been fully exploited in Kenya and Africa at large. Ater (2013) notes that although most firms in the developing economies appreciate quality management they face a number of challenges in implementation of quality practices making it difficult for them to fully comply with quality management. Oluyede (2010) study found out that, TQM is now creeping in Kenya, at the public sector organizations more so in the service provision sector, including education, information, healthcare and tourism. In the education sector TQM is commonly used among the higher learning institutions. The use of TQM in these institutions has come under serious threat due to the managerial styles, organizational culture, technological orientation and the mode and system of communication. Omware (2012), adoption of TQM for the first time is associated with development of new organizational policy, new procedures and new tools that must be learned. TQM is an organizational change process that is often associated with instability, confusion, and employees' resistance and must be carefully initiated through consistent management involvement (Ilies, 2011). To achieve TQM implementation desire, it is necessary to be aware of issues as involvement of management in the improvement process of continuous quality basic strategic objective, changes in organizational culture: implementing a philosophy that confirms this focus, encourages the involvement of all staff, as well as internal customers, continuous improvement, Introducing the change through instruction, communication recognition performance; managers' behavior; teamwork; program to meet customer expectations , attitude of the managers who have to use quality tools and encourage communication and feedback to ensure an enabling environment for improved quality, developing quality strategy by defining the mission and quality policy formulation to achieve the strategic objectives of quality and training and development of staff. This study therefore sought to establish the effect of total quality management practices on service delivery at the Horizon Offices Limited, Kenya.

GENERAL OBJECTIVE

The general objective of the study was to establish the effect of total quality management practices on service delivery at the Horizon Offices Limited, Kenya.

SPECIFIC OBJECTIVES

1. To establish the effect of employee involvement on service delivery at Horizon Offices Limited, Kenya
2. To investigate the effect of technology adoption on service delivery at Horizon Offices Limited, Kenya
3. To find out how continuous improvement influences service delivery at Horizon Offices Limited, Kenya
4. To assess the effect of cultural change on service delivery of Horizon Offices Limited, Kenya.

THEORETICAL REVIEW

Leadership Based Theory

The theory suggests that leadership plays an important contributor to successful implementation of Total Quality Management. Initial formal study, which began in the 20th century, focused on trait theories, behavioral theories and different leadership styles. Mary Parker Follett (1940) an early writer on leadership suggested "the law of the situation" and the need for managers to focus attention on improving methods. Barnard (1938) developed the "moral factor about leaders and specified a leader's responsibilities to employees by ". . .subordinating individual interest to the good of the cooperative whole." (Barnard, 1938) Current interest is on the structural (contingency) and transformational approaches to leadership. Warren Bennis and Burt Nanus (1985), who are probably contingency theorists, suggest the key responsibilities of a leader are to understand the cube, provide a vision, and encourage innovation and creativity.

Paul Hersey and Kenneth Blanchard [1988] define leadership as influencing people to strive willingly to achieve group goals. They propose a model for leader effectiveness based on the leader's emphasis on task and relation (people) behavior. As people become more mature the most effective leadership approach evolves--in the Herseyblanchardmodel--from telling and selling (coaching) to participating and then to delegating. TQM evolves in a similar way by first encouraging individuals to more willingly participate in the design process. Later, as they become more confident they are provided with responsibility and accountability over the processes they operate and empowered to take independent action.

Deming's Theory of Quality Management

This theory was developed by Dr. W. Edwards Deming in 1982. Deming is widely regarded as the person who helped to bring about the Japanese quality revolution. He is associated with statistical process control (SPC) and other problem-solving techniques which measure performance in all processes. His definition of quality is that of "satisfying the customer, not merely to meet his expectations, but to exceed them". This means focusing on the customer's needs, not just demands

(as expressed by effective demand in the market-place). Deming has stressed the need to stay ahead of the customer, to anticipate needs and demands. Deming's philosophy thus starts and finishes with the customer. The aim is to add value which the customer wants. Anything which does not do this is not a quality feature.

The means to improve quality are in the ability to control and manage systems and processes properly, and the nature of management responsibilities in achieving this. Deming is associated with SPC and other problem-solving techniques which aim to improve processes and reduce the inevitable variation which occurs in production from 'common causes' and 'special causes'. 'Common causes' of variations are systemic and are shared by many operators, machines or products. They include poor product design, incoming materials not suited to their purpose, and poor working conditions. These are the responsibilities of management. 'Special causes' relate to the lack of knowledge or skill or poor performance. These are the responsibility of operators and workers.

Deming stressed the responsibility of top management to take the lead in changing processes and systems. Management is responsible for most quality problems (85% or 94% have been quoted). Management should give workers clear standards for what is considered acceptable work, and provide the tools to achieve it. These tools include the appropriate working environment and climate for work--free of fault finding, blame or fear. Deming also strongly promoted employee participation. These are set out in his 14 points or guidelines for Managers (Deming, 1986). These were not intended as 'tablets of stone'.

Edwards Deming placed great importance and responsibility on management, at the individual and company level, believing management to be responsible for 94% of quality problems. His fourteen point plan is a complete philosophy of management, which can be applied to small or large organizations in the public, private or service sectors: Create consistency of purpose to improve products and services take a longer term view, and innovate; Adopt the new philosophy--accept the management style which promotes constant improvement; Cease dependence on mass inspection-concentrate on improving processes; End the practice of awarding business on price tag alone, build up relationships with fewer suppliers to understand jointly specifications of and uses for materials and other inputs; constantly and forever improve the system--search continually for problems in all processes.

It is management's job to work on the system; Institute modern methods of training on the job--for all, to make the best use of every employee; institute modern methods of supervision--managers to focus on quality not numbers; drive out fear--so that people work more effectively; break down barriers between departments--team working to tackle problems; eliminate numerical goals for the workforce--eliminate slogans and exhortation, make reasonable requests of the workforce; eliminate work standards and numerical quotas--focus on quality and provide support; remove barriers that rob workers of pride in their work--for example, defective materials, poor tools, lack

of management support; institute a vigorous programme of education and training--for continual updating and improvement and create a top management structure to push every day on the above 13 points. Top management commitment is where it begins and ends.

He believed that adoption of, and action on, the fourteen points was a signal that management intended to stay in business. Deming also encouraged a systematic approach to problem solving and promoted the widely known Plan, Do, Check, Act (PDCA) cycle. The PDCA cycle is also known as the Deming cycle, although it was developed by a colleague of Deming, Dr Shewhart. It is a universal improvement methodology, the idea being to constantly improve, and thereby reduce the difference between the requirements of the customers and the performance of the process.

Deming's TQM theory is grounded upon fourteen management points, profound knowledge system, and the Shewart Cycle. He's famous for his ratio that does state that Quality equals the outcome of work efforts over total costs. If a company focused on costs, a challenge will arise where costs will rise as levels of quality will be deteriorating. Deming's profound knowledge system consists of: Understanding how the firms' processes work, Understanding the variations that do occur and why they do, understanding what can be known and human nature understanding.

The Deming's theory of TQM points are: Creation of a purpose of constancy, new philosophy adoption, halting the dependency on mass inspections, never award business courtesy of price, ensure there is a production system that is continuous and improvement of service, enhanced performance courtesy of the job training, infusing quality in leadership, dismantle fear aspects from the firm, do away with departmental barriers, eliminate work goals that are based on quantity achieved, eliminate use of quotas and standards, encourage pride in craftsmanship, facilitate the training and education process of everyone in the firm and ensure that the firm's top management structure facilitates the other points.

EMPIRICAL REVIEW

Employee Involvement and Service Delivery

According to Sofijanov&Chatleska(2013) in their study on employee empowerment and organizational performance established that employee involvement as a process of participation and empowerment of employees enables achieve higher individual and organizational performance. It enhances employee participation in decision making and problem solving, and increased autonomy in work processes. As a result, employees are expected to be more motivated, more committed, more productive and more satisfied with their work. Employee involvement enables the organization to have a better insight about the way of functioning and where it can potentially make improvements that would be beneficial for both, the organization and the employees.

Delaney and Huselid (1996) found that human resource management strategies have a positive effect on the organizational performance. To remain competitive, organization must train and manage their people to improve their skills & abilities which results in increased performance. Employees in an organization may acquire new knowledge and skills by participating in SQM. As they participate, it leads to lasting changes in behavior which results in quality improvement (Juran & Gryna, 1993).

According to Pheng and Jasmine (2014), the degree of support that employees take in the implementation of total quality environment is very critical for the success of TQM implementation. Commitment of top management enables employees to follow their direction and way of working. According to Robert (2017), the degree of support and commitment by the workforce is critical for TQM success. He explains that true test of management commitment lies in the amount of resources (time, money and people) that it is willing to allocate to TQM implementation effort.

Young (2017), in his studies in hospitals in India says managerial characteristics influence quality improvement implementation in hospitals. These key managerial characteristics are organizational culture and top management involvement in quality improvement practices. Viera (2016) also identified six supporting and limiting factors of TQM implementation in hospitals such as: the organizational culture, organizational design, and leadership for quality, physician involvement, quality structure and technical competence.

Hamidi and Zamanparrar (2017) in their study outlined problems and barriers for implementing TQM as lack of senior and middle management commitment. They stressed that without management commitment and creating appropriate and supportive organizational culture, there would be no progress. They add that in both developed and developing countries, lack of senior management commitment was identified as an important factor that leads to failure reports in TQM implementation. They also mention training programs for managers and staffs for increasing their ability in techniques and total quality tools as important factors for effective TQM accomplishment.

The absence of a sound strategy has often contributed to ineffective quality improvement. Duran noted that deficiencies in the original planning cause a process to run at a high level of chronic waste. Using data collected at the recent seminars, Duran (1987) reported that although some managers were not pleased with their progress on their quality implementation agenda, they gave quality planning low priority. As Oakland (1989) said, the pre-planning stage of developing the right attitude and level of awareness is crucial to achieving success in a quality improvement program.

Technology adoption and Service Delivery

Fening, Amaria & Frempong (2013) sought to investigate the relationship between total quality management and the survival of organizations in the manufacturing industry in Ghana. The study used the quantitative approach and survey method of collecting data. The findings showed a significant positive effect of TQM practices on organizational performance. In particular, TQM practices play a crucial role in the survival of firms in the Ghanaian manufacturing industry.

A study by Nekeoueizadeh & Esmaeili (2013) sought to examine the impact of TQM on organizational performance of firms in the telecommunications industry in Iran. From the study findings, it was evident that the implementation of TQM practices has significant positive impact on the quality performance (QP), innovation performance (IP) and organizational performance (OP) of the Iranian telecommunications industry.

Khanam, Talib & Siddiqui (2014) carried out a review of TQM and IT research in the ICT industry of India with the aim of providing comprehensive literature on the use of combination of TQM and IT in the ICT sector. The results of the study indicated that has been widely used in the Indian ICT sector. In addition, the study showed that most studies on TQM were qualitative as opposed to quantitative. The greatest limitation of this study is that it relies on secondary sources of data and therefore does not provide empirical evidence on TQM and its application in the ICT sector.

According to Sila (2007), TQM helps in improving the quality of products and also reduces the scrap, rework and the need for buffer stock by establishing a stable production process. He argued that TQM will reduce the cost of production and time of production. Continuous improvement which is a feature of TQM is said to reduce the product cycle time thus improving productivity (Huang and Lin, 2012). Many other TQM practices such as training, information system management, relationship with suppliers etc. have a positive impact on operational performance. The efficient management handling of these practices will improve efficiency and no doubt affect the profitability of the firm.

According to Sila (2007), TQM can minimize the total cost of production through “sole sourcing”. The cost in this case is reduced by limiting the number of suppliers used by the firm and providing them with necessary training and technology. The efficient functioning of an operation will then depend on how well the suppliers meet up with the expectations of the organization.

Continuous Improvement and Service Delivery

Continuous improvement is a TQM principle that refers to constant improvement of processes, services and goods (Khan, 2010). According to Khan (2010), the foundation of continuous improvement is process improvement practices that achieve “incremental improvement and innovations in products, services and processes.”

Psomas, Pantouvakis and Kafetzopoulos (2012) carried out a study on the effect of Quality Management Practices on operational performance of service industries in Greece. The variables used were continuous improvement, firm's performance and prevention of non-conformities and financial performance as a mediating variable. The study used a sample of 100 ISO certified service firms. Data were obtained from quality managers using a structured questionnaire. Multiple Linear Regression was used to analyze the study hypothesis. The findings revealed that the product/quality management practices and operational performance of the service firms are positively and significantly influenced by ISO's effectiveness, and that financial performance is directly influenced only by operational performance, whereas the impact of ISO's effectiveness is indirect through its significant correlation with operational performance. This study was done on a service sector, whereas the current study was based on a manufacturing sector and operating environment used as a mediating variable.

Kaziliunas (2010) study noted that success factors for quality management systems include continuous improvement of processes, top management, people and systems, reward systems, team, motivational factors and education and training. The study findings deduced that there is a relationship between the values and requirements stated above, thus underpinning the quality management practices standard and organizations' strategic dimensions. The study concluded that education and training of employees is another way of providing employees with the knowledge and skills to meet their overall work and personal objective. If carried out consistently and reinforced in the workplace by real-time updating, education and training, it can form a solid base for continuous improvement.

Cultural Change and Service Delivery

Organizational culture is a wider and deeper concept, something that an organization 'is' rather than what it has. It comprises the attitudes, experiences, beliefs and values of an organization. It has been defined as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behaviour organizational members should use to achieve these goals.

From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behaviour by employees in particular situations and control the behaviour of organizational members towards one another" (Black,2003). Senior management may try to determine a corporate culture. They may wish to impose corporate values and standards of behaviour that specifically reflect the objectives of the organization. In addition, there will also be an extant internal culture within the workforce. Work-groups within the organization have their own behavioral quirks and interactions which, to an extent, affect the whole system.

There are numerous research papers where organizational culture is seen to be one of the major causes of failure in a TQM program as cited by Kekäle,(1998). Very seldom are the causal mechanisms behind the problems addressed or culturally correct TQM methods suggested, however. It is thus of importance to take a closer look to organizational cultures and their effects to TQM. The researcher is relying on Schein's (1986) view to organizational cultures, where culture of an organization is seen to consist of three levels: 1) artifacts and creations, that are visible but not often decipherable, 2) values, and 3) basic assumptions, that operate unconsciously. Artifacts are "the constructed physical and social level of the culture's environment", e.g. language, technological output, artistic production, physical space or the behavior of the group. Values are the organization's "sense of what ought to be, as distinct from what is" and reflect what is seen to be "good" or "correct", (Putnam 1983) in different situations of choice. Even if artifacts and values are the levels typically approached by the researcher, Schein (1986) states that "the term 'culture' should be reserved for the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate subconsciously, and that define in a 'taken-for-the granted' fashion an organization's view of itself and its environment".

RESEARCH METHODOLOGY

Research Design

Research design is the basic plan that indicates an overview of the activities that are necessary to execute the research proposal. This research problem was studied through the use of a descriptive research design. According to Cooper &Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore is able to generalize the findings to all the enterprises. The research project focused on the effect of total quality management practices on service delivery of Horizon Offices Kenya Limited.

Target Population

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics, (Mugenda & Mugenda, 2003). The population for this study was the management staff among the 4 sections of Horizons Offices Limitedwhoare129 according to Horizon Ltd (2018).

Sampling Procedure

Sampling techniques provide a range of methods that facilitate in reducing the amount of data that needs to be collected by considering only data from a sub-group rather than all possible cases or elements. According to Mugenda and Mugenda (2003), a sample of 25-30% is statistically significant to draw conclusions for a given study. The study therefore was sample65 respondents from the population to inform the research findings which forms 50% of the target population.

Data Collection Instrument

With regard to the role of total quality management practices on service delivery at Horizon Offices Limited the study was use a semi-structured survey questionnaire administered to each member of the sample population. The questionnaire was carefully designed and tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data to be collected for the study.

Data Collection Procedure

The study administered the questionnaire individually to all respondents of the study. The study exercised care and control to ensure all questionnaires issued to the respondents are received and achieve this, the study maintained a register of questionnaires, which were sent, and which were received. The questionnaire was administered using a drop and pick later method.

Data Analysis and Presentation

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version 22) and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing the percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS (Version 22) to communicate research findings. Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. In addition, the study conducted a multiple regression analysis. The multiple regression equation is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3+ \beta_4X_4+\varepsilon$$

Where: Y= Service delivery at Horizon Offices Limited; B_0 - intercept coefficient; ε_i - error term (extraneous variables); X_1 - Employee involvement; X_2 - Technology adoption; X_3 - Continuous improvement; X_4 -Cultural change; β_1, β_2 , and β_3 =regression coefficients

However, qualitative data was analysed using a Likert scale of 1 to 5 based on weights for the degree of influence of independent variables on the dependent. 1 for Not at all, 2 for Low extent, 3 for moderate extent, 4 for greater extent and 5 very greater extent

RESEARCH RESULTS

The main objective of the study was to establish the effect of total quality management practices on service delivery at the Horizon Offices Limited, Kenya. The study specific objectives were to establish the influence of employee involvement, technology adoption, continuous improvement

and culture change on service delivery at the Horizon Offices Ltd. The study had a coefficient of correlation R of 0.872 an indication of strong positive correlation between the variables and coefficient of adjusted determination R^2 was 0.858 which changes to 85.8%.

Employee Involvement and Service Delivery

The study established that employee involvement had a positive influence on the quality of service delivery at the Horizon Offices Limited. It was established that the firm has a motivated workforce and employee input is critical in firm operations. The respondents were neutral or to a moderate extent indicated that employees are always consulted before decision making, ideas developed by employees are appreciated and embraced, the firm gets orders and feedback from clients over the phone, staff are well remunerated and compensated, communication is unidirectional and regular and employees are always given priority in company policies. It was established that the firm significantly involved employees through motivation, consultation, incorporating their input and ideas, remunerating and compensating them competitively and engaging them regularly and giving them priority.

Technology Adoption and Service Delivery

The study established that modern technology adoption positively influenced service delivery at Horizon Offices Limited. The study respondents agreed that their firm has a functional ICT, the workforce is ICT proficient, knowledge management has been digitized and that horizon offices limited markets its products and gets orders online. To a moderate extent on the other hand, it was established there is regular training and capacity development for new and modern technology, client feedback and orders are responded to online, all correspondences in the firm are done online to cut costs, the firm has allocation more resources to new technology adoption and that there is regular innovations to promote efficiency. The study established that to a significant extent Horizon Offices embraced technology to enhance quality service delivery through capacity building, proficiency, digitizing communication, knowledge management, innovations and allocating more resources to new technology

Continuous Improvement and Service Delivery

The study established that continuous improvement as a TQM practice positively influenced service delivery at the Horizon Offices Limited, Kenya. The study established that to a moderate extent the staff at the firm are always trained on new skills and improvements on the existing ones, there are regular innovations that are done on system operations, there are regular updates on firm systems, the firm has a robust knowledge management system and that the firm regularly improves on modes of communication. The respondents significantly agreed that the firm upgrades its systems regularly to fit new demands, the firm has continuous process improvement to foster quality and that the firm accounts are always updated. This indicates that to a significant extent the firm embraces Kaizen concept or continuous improvement through training, regular

innovations, improved models of communications, system upgrade and updates of accounts to enhance quality and performance

Cultural Change and Service Delivery

The study established that favorable cultural change positively quality service delivery at the Horizon Offices Limited. The study respondents significantly agreed that the firm has a friendly organizational system, the organization observes a hierarchy of management, the employees are passionate on service delivery and that the firm embraces new ideas and ways of improving performance as indicated. The respondents however indicated that to a moderate extent there is a learning culture in the firm that enhances continuous service improvement, the firm believes in its human resource and that the employee welfare is always given priority. This indicates that the firm embraces a cultural change that favours quality service delivery. The firm observed structure management, learning culture, prioritizing employee welfare and embracing new ideas and ways of improving service delivery.

INFERENTIAL STATISTICS

The study conducted inferential statistics to establish the extent of correlation between total quality management practices and service delivery at Horizon Offices Limited, Kenya. The findings of coefficient of determination and coefficient of adjusted determination are as shown in Table 1.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.866	.858	1.62113

The findings found out that coefficient of correlation R was 0.872 an indication of strong positive correlation between the variables. Coefficient of adjusted determination R² was 0.858 which changes to 85.8% an indication of changes of dependent variable can be explained by (employee involvement, technology adoption, continuous improvement and cultural change). The residual of 14.2% can be explained by other factors beyond the scope of the current study.

The study carried out an ANOVA at 95% level of significance. The findings of F_{Calculated} and F_{Critical} are as shown in Table 2.

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	853.013	10	85.3013	19.5518	.001 ^b
Residual	218.142	50	4.36284		
Total	1071.155	60			

The findings show that $F_{\text{Calculated}}$ was 19.5518 and F_{Critical} was 5.1288, this show that $F_{\text{Calculated}} > F_{\text{Critical}}$ ($19.5518 > 5.1288$) an indication that the overall regression mode was significant for the study. The p value was $0.001 < 0.05$ an indication that at least one variable significantly influenced quality service delivery at the Horizon Offices Limited.

The study used coefficient of regression to establish the individual influence of the variables to quality service delivery. The findings are indicated in Table 3.

Table 3: Coefficients of Regression

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	6.315	0.812		2.735	.002
Employee involvement	0.810	.131	.137	9.317	.000
Technology adoption	0.803	.122	.068	11.023	.001
Continuous improvement	0.842	.127	.355	9.544	.000
Cultural Change	0.737	.161	.283	10.277	.000

The resultant equation was:

$$Y = 6.315 + 0.810X_1 + 0.803X_2 + 0.842X_3 + 0.737X_4$$

Where: X_1 = Employee involvement; X_2 = Technology adoption; X_3 = Continuous improvement; X_4 = cultural change

The study found out that by holding all the variables constant, service delivery at Horizon Offices Limited will be at 6.315. A unit increase in employee involvement when holding all the other variables constant, service delivery would be at 0.810. A unit increase in technology adoption while holding other factors constant, service delivery would be at 0.803. A unit increase in continuous improvement while holding other factors constant, service delivery would be at 0.842. A unit increase in cultural change while other factors are held constant, service delivery would be at 0.737.

The findings pointed out that employee involvement, technology adoption, continuous improvement and cultural change had a p value of less than 0.05 an indication that the selected total quality management practices significantly influenced service delivery at Horizon Offices Limited, Kenya. This is supported by Flening, Amaria & Frempong (2013) who noted that total quality management practices through employee involvement, continuous improvement, modern technology adoption and favourable cultural change enhance quality service delivery in a firm.

CONCLUSIONS

The study concluded that total quality management practices significantly influenced the quality of service delivery at the Horizon Offices Limited, Kenya. The study concluded that the firm significantly involved employees through motivation, consultation, incorporating their input and ideas, remunerating and compensating them competitively and engaging them regularly and giving them priority.

The study concluded that to a significant extent Horizon Offices embraced technology to enhance quality service delivery through capacity building, proficiency, digitizing communication, knowledge management, innovations and allocating more resources to new technology.

It was concluded that to a significant extent the firm embraces Kaizen concept or continuous improvement through training, regular innovations, improved models of communications, system upgrade and updates of accounts to enhance quality and performance.

The study concluded that the firm embraces a cultural change that favours quality service delivery. The firm observed structure management, learning culture, prioritizing employee welfare and embracing new ideas and ways of improving service delivery

RECOMMENDATIONS

The study recommends that the Horizon Offices Limited should ensure all employees are significantly involved in decision making, management and system improvement to ensure they are motivated and perform.

The study recommends that the firm needs to invest more on modern technology, capacity improvement and innovations to be more competitive.

The study recommends further that the firm should continuously improve its systems, human resource capacity, knowledge, skills and ideas to compete globally.

The study further recommended that firm management, staff and stakeholder need to adopt favorable culture to foster service delivery at the company.

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