

**DETERMINANTS OF SUCCESSFUL IMPLEMENTATION OF TOTAL  
QUALITY MANAGEMENT IN PUBLIC ORGANIZATIONS IN KENYA: A  
CASE OF KENYA COOPERATIVE CREAMERIES (KCC).**

**BY  
EVANGELINE WAWIRA KINYUA**

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## ABSTRACT

This research was carried out to investigate determinants of successful implementation of total quality management in public organization in Kenya with reference to Kenya Cooperative Creameries. The specific objectives of the study was, to determine the effects of management commitment, resource available, technology, staff training and organization culture on total quality management practices in public organization. The study was of significant to the management of KCC, the government of Kenya and other researchers in understanding factors affecting total quality management practices in public organization.

There was also use of descriptive research design. The target population was 174 respondents from three level of management. Stratum random sampling techniques were used to sample the population. Each stratum, the researcher drawn a certain percentage of respondents. Questionnaire were used to collect data which was then analyzed using statistical tools and presented using the charts and tables, while qualitative data was analyzed by use of descriptive notes.

The summary of the findings was as follows, the 75% responses was for management commitment, the response for resource available was 95%, the response for technology was 80% and the response for staff training was 82% while the response for organizational culture was 87%. This showed that the factors highly affect total quality management practices.

From the finding it was concluded that since most companies do not involve quality in their strategic plan, little attention is paid to TQM in terms of human and financial resources. Much of the attention is drawn to increasing profit margins of the organization with little regard as to whether their offers and supply to customers are of expected quality.

The researcher recommended that to achieve world class quality, it is imperative that a public organization management empowers its staff. Companies must develop and realize the full potential of their workforce and maintain an environment conducive to full participation, personal and organizational growth.